

US EPA ARCHIVE DOCUMENT

Quarterly Report: Maine Senior Environmental Leadership Corps

Today's Date: March 30, 2011

Recipient (Your organization): University of Maine Center on Aging

Agreement Number: CH-83421501-0

Report Number (1st q, 2nd q, 3rd, 4th, 5th, final): Final

Reporting Period (3 month period): 4/01/09-12/31/2010

Agreement Project Period: 4/01/09-12/31/2010

Recipient Contact Person: Jennifer Crittenden, M.S.W., Project Manager

Principal Investigator/Project Director: Lenard Kaye, D.S.W./Ph.D.

Report Attachments: ENCorps Promising Practices Manual

I. Progress Achieved in Accomplishing Project Goals/Objectives, Outputs and Outcomes

Goal 1: Develop, implement, and evaluate a statewide environmental leadership training program for older adult delegates (50 years and older) that will increase their civic participation in local, county, and state planning decisions that affect the built environment of small and mid-sized towns and rural communities.

Goal 2: Limit the air, water, and land impacts of new growth and development through the use of smart growth strategies that leadership delegates promote throughout the state of Maine.

Objectives:

1. Recruit, train, and provide technical support to 150-200 older adult delegates who will promote smart growth planning activities in their communities and organizations.
2. Document the impact of environmental leadership training by utilizing a multi-method evaluation strategy designed to measure: increased delegate smart growth knowledge/competency levels, planned and implemented smart growth activities, delegate participation in local planning processes, and awareness raised about the link between the built environment and health outcomes through public education efforts of delegates.
3. Develop a promising practices manual and training curriculum illustrating evidence-based means by which to train and engage older adults in environmental planning decisions for use in other rural states.
4. Identify and secure the requisite resources and partnership commitments to insure the on-going sustainability of the Maine Senior Environmental Leadership Corps into the future.

Actual Work Completed

The Encore Leadership Corps is now well established and its first cohort is moving toward their one year participation mark. The program is designed to include a vast range of participant-driven projects with a focus on smart growth and environmental volunteerism. With staff guidance, older adult volunteers assess their communities and look for issues about which they are the most passionate and interested. After volunteers participate in a Leadership Summit, they receive support to connect with local volunteer opportunities to implement the training they have received. After the initial training, ENCorps volunteers are encouraged to return to their local communities and impact local planning by implementing personalized action plans developed at the Summit. Their success in promoting concrete and measurable differences locally is monitored and evaluated by project staff over time. The project provides on-going opportunities for continuing education and technical assistance to volunteers subsequent to the Summit. All volunteer projects and assignments are self-selected and self-directed. This ensures that volunteers are engaged in community work that is personally meaningful and relevant. Staff members provide targeted assistance as needed to ensure that volunteers are able to carry out their volunteer work.

The University of Maine Center on Aging officially launched the ENCorps program with the first annual ENCorps Summit, which was held April 12-13, 2010 at Point Lookout in Northport, Maine. Approximately ninety older adult volunteers participated in the two-day event, which included training in topics as diverse as: understanding smart growth, effecting change at the local level, managing conflict, and volunteer recruitment. Summit participants were also provided with the opportunity to network with each other and learn more about benefits of volunteering through ENCorps, such as taking part in the ENCorps Online Learning and Sharing Community and utilizing a 'toolkit' of resources distributed to each participant in a binder during the Summit. In addition to training provided to the ENCorps volunteers, the Center also hosted a one-day training event for volunteer managers on-site at the Summit. This training was designed to increase the interest and capacity of environmental and community-building organizations to recruit, retain, and effectively manage older adult volunteers. Thirty attendees from across the state participated.

The ENCorps Advisory Board, made up of partnering agencies, took an active role in planning the Summit and continues to provide technical assistance, project guidance, and program evaluation oversight. Board members have been involved in recruiting delegates, constructing summit curriculum, and reviewing recruitment materials. Many of the board members attended the 2010 Summit to present and bring welcoming remarks. Advisory Board agencies represented among the speakers, exhibitors, and conference contributors included: The Maine Commission on Community Service, Maine Development Foundation, Maine Downtown Network, Maine Community Foundation, USM Muskie Environmental Finance Center, UMaine New Media Department, Maine Office of Elder Services, and Maine Senior Corps Programs. Advisory Board members have also been tapped for post-summit follow-up trainings and regional gatherings.

ENCorps staff are available to assist volunteers in developing projects that build upon the training they have received. The first ENCorps cohort is currently made up of one hundred and forty volunteers who are volunteering in a range of placements including: land trusts, historical societies, downtown revitalization projects, and town planning boards. ENCorps continues to

engage volunteers through informative newsletters, facilitating peer exchanges, promoting leadership development, and information sharing through technology-based social networking, remote video conferencing, an educational interactive website, electronic seminars, and a listserv. The support now being provided to ENCorps volunteers after the summit is designed to promote an informal support network among volunteers.

Outreach and recruitment has continued after the summit to allow new members to join ENCorps and obtain the ongoing benefits of skills-building workshops and trainings. Topics for ENCorps workshops and regional gatherings for fall 2010 have included: how to use social media, grantwriting, volunteer self-care, conflict resolution, understanding 501c3 status and becoming a nonprofit, and an Environmental Finance Center presentation on smart growth. The Center on Aging has also hosted several regional meetings across Maine so that volunteers could have the opportunity to learn about and discuss issues relevant to their particular region of the state. The regional meetings offer volunteers an opportunity to network and both share and discover valuable resources among those who live near them. Thirty-eight volunteers have participated in follow-up activities and events, some attending multiple events and workshops. An additional twenty-two potential ENCorps recruits and professionals from the community were introduced to ENCorps through attendance at ENCorps workshops.

As the first year of the program draws to a close, volunteers will be encouraged to create lasting partnerships with each other and with local organizations in which they completed their volunteer assignments. In addition, since all volunteer projects are tailored based on volunteer interest and community needs, volunteers are encouraged to 'own' their project and to continue to foster new projects in their local communities. In response to the growing awareness that volunteers want to play an increasing role in shaping the ENCorps program, the Center on Aging created a Volunteer Advisory Board which is made up of active volunteers from the program. The Volunteer Advisory Board will provide volunteers with the opportunity to directly impact the direction of the program as it moves forward and share their thoughts on future ENCorps activities.

In the fall of 2010, the Center on Aging offered an additional incentive to participants in the form of volunteer stipends. Ten such stipends were awarded in the fall of 2010, each worth \$200, which can be used toward any volunteer activity. Volunteers were asked to submit a stipend request form that was then reviewed by Center on Aging and Maine Community Foundation staff. Those who were chosen to receive a stipend, will have their volunteer work highlighted in an upcoming newsletter, on the ENCorps website and will receive a site visit from staff. Volunteer projects receiving stipends included: Center for African Heritage, Karl's Kids, Orono Bog Boardwalk, Simpson Memorial Library, Phillips Revitalization Project, Millinocket Downtown Revitalization, Millinocket Cross-County Ski Trails, Troy Steeple Project, South Berwick Building Committee, Greater Bath Elder Outreach Network, and the Old Berwick Historical Society.

The second year of the program will conclude with an invitation to ENCorps volunteers to attend the next Summit, where their achievements will be showcased and the next cohort of ENCorps

volunteers will be introduced and trained. Planning for the 2011 ENCorps Summit is currently underway.

In addition to training provided to the ENCorps volunteers, the Center also hosted a training event in April 2010 for volunteer managers on-site at Point Lookout during the inaugural summit. This training was designed to increase the interest and capacity of environmental and community-building organizations to recruit, retain, and effectively manage older adult volunteers. Thirty attendees from across the state were in attendance including representatives from the Maine Department of Agriculture, Downeast Coastal Conservancy, Georges River Land Trust, Town of Lewiston Maine, MaineHealth Partnership for Healthy Aging, Rockland Main Street Inc., Healthy Acadia, Center for African Heritage, Midcoast Maine Community Action Program, Penobscot Bay Regional Chamber of Commerce, among many others. Evaluation findings were very positive. The following is a breakdown of information gathered via training evaluation forms:

- 96% of attendees reported feeling better equipped to work with baby boomer and older adult volunteers
- 96% were able to discuss how generational differences impact volunteer work
- 100% of attendees were able to identify the different factors that motivate volunteers
- 96% reported that they learned information they would apply in their current job
- New areas of learning for the attendees included:
 - Volunteer recruitment techniques
 - Understanding generational differences
 - How to connect with volunteer resources like RSVP and Senior Companion
 - How to get work place buy-in for using highly skilled volunteers
 - Behavioral interviewing questions (for recruiting and placing volunteers)
 - Marketing to older adult volunteers
- Future topics of interest identified by the attendees:
 - Record keeping/tracking volunteers
 - Recruitment
 - Retention
 - Termination of volunteers
 - Interviewing techniques and motivation
 - Volunteer trends

It is anticipated that volunteer managers across the state will be provided with a follow-up skills-building workshop in the spring/summer of 2011.

Outreach and Recruitment

The Center continues to update marketing materials and the ENCorps website to draw new membership into the program. Thus far, the program has developed flyers, brochures, and posters for both public audiences and community program staff members. Through a partnership with Maine Community Foundation and Atlantic Philanthropies, a new program brochure is being designed that will assist with program fundraising purposes by telling the story of ENCorps with quotes and pictures from current volunteers. In addition, the ENCorps website (www.encoreleaders.org) and Facebook page serve to not only market the program but also to

keep members informed of program activities. The program also maintains active volunteer search postings on www.volunteermaine.org and a cross-posting on AARP's www.createthegood.org.

Recruitment continues to be a key goal for the program. Program staff have presented, and will continue to present, to audiences of key stakeholders such as community members, volunteers, volunteer administrators, and program staff working in the areas of smart growth and community development. The following is a sample of presentations and outreach activities completed during the course of the EPA ENCorps grant:

Table displays were arranged for the following:

- 2009 and 2010 Statewide Senior College Conferences
- 2009 and 2010 Blaine House Conference on Volunteerism
- 2010 Penobscot TRIAD Conference
- 2010 University of Maine Volunteer Fair
- 2010 Sunrise Senior College Fair

Radio Coverage:

- Eastern Area Agency on Aging and the UMaine Center on Aging. (Spring 2010). Encore Leadership Corps PSA [audio format].
- Blueberry Broadcasting & UMaine Center on Aging. (Fall 2010). Encore Leadership Corps PSA [audio format].
- Wihry, D., & Peters, G. (November 3, 2010). Encore Leadership Corps Overview on WQDY FM [radio broadcast].

Presentations:

- Crittenden, J. A. (November 4, 2009). *Encore Leadership Corps Overview*. Presentation at the Maine Senior College Conference, South Portland, Maine.
- Chamberlain, A. (November 12, 2009). *Encore Leadership Corps Program*. Presentation at the Volunteer Administrators of Midcoast Maine (VAMM) mini-conference, Rockland, Maine.
- Kaye, L. W., & Crittenden, J. A., (November 19, 2009). Training Older Adults to Serve as Local Rural Leaders in Smart and Green Growth Planning. Presentation at the 62nd Annual Scientific Meeting of the Gerontological Society of America, Atlanta, GA.

- Hancock County Higher Education Center (December 8, 2009). *Encore Leadership Corps Informational Meeting*. Presentation at the Hancock County Higher Education Center, Ellsworth, Maine.
- Adle, M. A. (December 12, 2009). *Encore Leadership Corps Program*. Presentation at the Maine Community Action Program Meeting, Rockland, Maine.
- Costello, M. (December 2009). *Encore Leadership Corps Overview*. Presentation at the Old Town Rotary Club Meeting, Old Town, Maine.
- Crittenden, J. A. (February 5, 2010). *Encore Leadership Corps Overview*. Presentation at the University Retirees Meeting, Orono, Maine.
- Kaye, L. W. *Building Healthy Communities for Active Aging*. Keynote presentation at the Annual Building Communities for Active Aging Conference, Mercy Care for the Adirondacks, May 26, 2010, Lake Placid, NY.
- Wihry, D. *Encore Leadership Corps Overview for Program Administrators*. Presentation at the Maine National Senior Corps Directors meeting, August 13, 2010, Bangor, ME.
- Chamberlain, A. *Encore Leadership Corps Overview for Community Members*. Presentation at the ENCorps Grant Writing Workshop, September 15, 2010, Portland, ME.
- Crittenden, J. A., Sykes, K. *Encore Leadership Corps: Aging and environmental roundtable*. Roundtable discussion at Grantmakers in Aging Conference, October 21, 2010, Chicago, IL.
- Wihry, D. *Encore Leadership Corps Overview for Community Members*. Presentation at the ENCorps Volunteer Self-Care Workshop, November 1, 2010, Orono, ME.
- Wihry, D. *Encore Leadership Corps Overview for Community Members*. Presentation at the ENCorps Conflict Resolution Workshop, November 12, 2010, Belfast, ME.
- J. Emerson, K. Hall, L. Roy, B. Gebo, & L. Malvin. *Encore Leadership Corps Community Outreach Presentation for Ross Manor residents*. Community presentation, November 17, 2010, Bangor, ME.
- Wihry, D. *Encore Leadership Corps Overview for Community Members*. Presentation at the ENCorps Consensus Building Workshop, November 18, 2010, Portland, ME.
- A. Hunt, G. Wysote-Labillois, & A. Dauphinais. *Encore Leadership Corps Community Presentation*. Presentation at the Old Town YMCA, November 19, 2010, Old Town, ME.

- Kaye, L. W., Crittenden, J. A., & Chamberlain, A. *Design and Implementation Strategies for Engaging Older Adult Volunteers as Environmental Stewards*. Presentation at the 63rd Gerontological Society of America Conference, November 22, 2010, New Orleans, LA.
- Students from the SWK665 class made the following outreach presentations in the fall of 2010:
 - Marshwood Adult and Community Education, South Berwick, ME
 - Kittery Adult Education, Kittery, ME
 - Wells Town Hall, Wells, ME
 - Muskie Community Center, Waterville
 - Barrels Community Market, Waterville
 - Downtown Waterville Farmer's Market
 - Mid-Maine Regional Adult Community Education, Waterville
 - Alford Youth Center, Waterville
 - Waterville Opera House
 - Augusta CareerCenter
 - Revitalize the Energy in ME
 - Seasoned Worker Forum
 - Women, Work, and Community
 - Spectrum Generations
 - Alpha one
- Wihry, D. *Encore Leadership Corps Overview for Community Members*. Presentation at the 501c3 training, December 1, 2010, Portland, ME.
- J. Emerson, K. Hall, L. Roy, B. Gebo, & L. Malvin. *Encore Leadership Corps Community Outreach Presentation for Phillips-Strickland House and Boyd Place Residents*. Community presentation, December 7, 2010, Bangor, ME.

Outreach mailings were sent to the following contacts in Maine:

- RSVP programs
- Area Agencies on Aging
- Maine Municipalities
- Independent Living Communities
- Maine Land Trust Network
- Maine Audubon Society
- Maine Community Action Programs
- Cooperative Extension Programs
- Bangor Area Recovery Community Coalition
- Center on Aging Database
- Current ENCorps volunteer placement/host sites

Articles and Advertisements about ENCorps were published in the following:

- Goodman, G. (April 15, 2009). UMaine Center on Aging gets award. Portland Press Herald. Available online at: www.pressherald.com
- Kaye, L. W. (April 22, 2009). Maine Senior Environmental Leadership Corps. From the Field Volunteer Blog. Available online at: www.volunteermaine.org
- Kaye, L. W. (May 12, 2009). Maine Senior Environmental Leadership Corps Overview. Presentation at the Maine Senior College Network monthly teleconference meeting, Bangor, Maine.
- Kaye, L.W. (June 2, 2009). Maine Senior Environmental Leadership Corps Overview. Presentation at the National Senior Service Corps Directors meeting, Orono, Maine.
- Averill, J. (October 14, 2009). UM Center on Aging seeks volunteers to lead. *Bangor Daily News*, available online at www.bangornews.com
- Senior College, & Hutchinson Center (October 2009). Are you interested in making Maine communities better and healthier places to live? Hutchinson Center Newsletter, 8 (8).
- Maine Community Foundation. (November 9, 2009). We're looking for a few good ... baby boomers. *Real Time: A MaineCF Community Building Blog*, available online at www.mainecef.org
- Rolling Thunder Express (November 16, 2009). Join Encore Leadership Corps: Training Mainers to support their local communities. *Rolling Thunder Express*, Pg. 11.
- Laflin, B. (December 6, 2009) Letter to the Editor: The ENCorps Experience. *Daily Bull Dog*, available online at www.dailybulldog.com
- Chebeague Island News (December 7, 2009). Encore Leadership Corps online posting. Available online at www.chebeague.org.
- Houlton Pioneer Times (December 9, 2009). Join ENCorps Leadership Corps: Training Mainers to support their local communities. *Houlton Pioneer Times*, Pg. 3.
- Maine Partners for Cool Communities (December 2009). Free training for community members focused on improving the environment. *Maine Partners for Cool Communities Newsletter*, December edition. Available online at www.coolmaine.org
- Senior News (November-December, 2009). A special opportunity: Join ENCorps Maine. *Senior News*, Pg. 19.
- Chamberlain, A. (Winter 2009/2010). Encore Leadership Corps is now recruiting! *Silverwire*, 7(1), Pg. 1.

- Maine Public Health Association-Online Event Posting for Encore Leadership Corps
- Maine Community Foundation. (January 12, 2010). ENCorps Support. Maine Community Foundation E-News. Available at: www.maineecf.org
- Five Washington County women train as Encore volunteers. (April 18, 2010). Press Release.
- Manlove, G. (April 9, 2010). Encore leadership summit for older adults April 12-13. Press Release. Available online at: www.umaine.edu.

It should also be noted that the Encore Leadership Corps Program was highlighted in the following state report submitted to the Corporation for National and Community Service:

- Maine Commission for Community Service (2009). *Maine Volunteer Service by Adults Age 55 and Older*. Maine Commission for Community Service: Augusta, ME.

Special Insights Gained

Year one activities have led to numerous insights into the needs of older adult volunteers. Here are a select set of lessons learned from year one:

- ENCorps volunteers have expressed a need to shape their own volunteer experience which includes not only what volunteer projects they take on but also the content and logistics associated with the workshop trainings to which they would like access.
- It is important to develop a mixture of technical assistance, support, and networking opportunities that take advantage of the internet and other technologies while also ensuring that traditional printed materials and face-to-face gatherings are available for older adults who may not be internet savvy or value traditional modes of sharing information and interacting with others.
- Volunteer recruitment takes considerable time and effort. Program staff continue to work steadily on building trust with volunteer sites and potential partnering agencies to help them understand what ENCorps can offer them and what we can offer their volunteers.

One opportunity that arose during the course of the first year of the project was an invitation to apply for an AmeriCorps planning grant through the Maine Commission for Community Service. The Center on Aging applied for a grant at the suggestion of the Maine Commission for Community Service and was ultimately successful in receiving this grant. This grant will provide resources to examine the potential for ENCorps to create a specialized arm of programming that would connect older adults with AmeriCorps placement opportunities in the areas of energy conservation and clean energy. This grant will provide an opportunity for ENCorps to have a lasting impact statewide by providing formalized volunteer opportunities in clean energy and weatherization projects. This will build the capacity of environmental programs

throughout the state to recruit, engage and support older adult volunteers. In addition, older adults will now have volunteer opportunities that will provide specialized skills development for them personally along with the option of a stipend for themselves and an education award they can pass on to their children or grandchildren.

Sustainability:

In addition to EPA grant funds that supported ENCorps in its initial year of programming, the Atlantic Philanthropies has agreed to match any funding raised for the ENCorps project, providing up to an additional \$500,000 for the project. As an early funder of ENCorps, funding from the U.S. EPA has been instrumental in assisting the program in attracting the following additional funding:

Funder	Amount	Status and Additional Notes
Davis Conservation Foundation	\$5,000	Secured in fall 2009
Jane's Trust	\$50,000	Secured in fall 2009
Margaret E. Burnham Charitable Trust	\$4,000	Secured in fall 2009
Maine Commission for Community Service	\$29,996	Secured fall 2010 for year 2 only
Maine Community Foundation (MCF) E B Noyce Fund	\$100,000	Commitment for years two and three
Maine Community Foundation Community Leadership Fund	\$50,000	Commitment for years two and three of the project
Atlantic Philanthropies	\$227,996	Total matching funds the project is eligible to receive as of March 2011
TOTAL funds raised to-date	\$466,992	

Progress on Achieving Environmental Outputs and Outcomes

The Environmental Outputs and Outcomes for the Maine Senior Environmental Leadership Corps are as follows:

1. Maximize citizen participation in local, county, and state planning
2. Raise public awareness of the link between the built environment and public health
3. Reduce environmental impacts of rural development
4. Increase the number of smart growth planning activities implemented in small and medium sized towns and municipalities
5. Improve environmental and public health outcomes in Maine over the long-term
6. Senior Environmental Leadership Corps delegates who have completed the training will be able to both understand and transmit to others the principles of smart growth and the relationship between the built environment and public health
7. Establish promising practices guidelines on recruitment, training, and impact monitoring of older adult environmental volunteers

8. Secure the necessary operating resources to ensure the sustainability of the Senior Environmental Leadership Corps after project funding terminates

Items 1-6: The Center on Aging has been tracking volunteer knowledge and impact through the following mechanisms: pre-summit measures on the description of smart growth and participation in local decision-making; an immediate post-summit evaluation form was administered measuring knowledge of smart growth principles and gathering feedback on the ENCorps experience; a survey/volunteer hours tracking tool is administered monthly that gathers information on continued knowledge change and tracking the nature and amount of volunteer activities and participation in decision making locally. This monthly tool measures participation in volunteer activities in the following areas set forth in the U.S. EPA report *Growing Smarter, Living Healthier: Staying Active, Connected, and Engaged, Development and Housing, Transportation and Mobility and Staying Healthy*.

Based on pre and post-summit evaluation tools, the self-reported definitions of smart growth grew more rich and complex over time. The following chart outlines the content areas of smart growth that were strengthened after attending the summit.

Thematic analysis of free response definition of smart growth	Pre-summit response N= 68	Post-summit N= 61
Mix land use	16.2%	27.9%
Housing opportunities	4.4%	6.6%
Walkable neighborhoods	7.4%	9.8%
Attractive neighborhoods w/ sense of place	22.1%	26.2%
Provide transportation	4.4%	13.1%
Encourage community collaboration	25%	26.2%

Since the first summit, 140 volunteers provided more than 7,900 hours of service to 174 volunteer organizations and projects. ENCorps volunteers are located in all sixteen counties of Maine and their age ranges from 50 to 85 years old. Volunteer work, listed by smart growth area, includes:

- 74 volunteers in *Staying Active, Connected, and Engaged* organizations, such as Swan's Island Garden Club, Senior Colleges, Schoodic Arts for All, and Master Gardener program
- 47 volunteers in *Staying Healthy* organizations, such as Land Trusts, local cross country trails, Down East Sunrise Trails, and Maine Volunteer Lake Monitoring Program
- 34 volunteers in *Development and Housing* organizations, such as Millinocket Downtown Revitalization Committee, building committees, and Augusta Historic Preservation Commission
- 3 volunteers in *Transportation and Mobility* organizations, such as Aroostook County Transportation Committee and Midcoast Collaborative for Access to Transportation

Based on self-report data, volunteers have gained the following skills through the ENCorps program and have used these skills to enhance their volunteer experience:

- Negotiating skills
- Collaboration
- Renewed energy towards volunteering
- Leadership suggestions
- New connections with other ENCorps members
- Grantswriting skills
- Fundraising techniques
- Consensus building
- General business skills
- Networking
- Marketing skills
- Assertiveness
- How to work with public entities
- Organization skills
- Conflict resolution
- Social media as a marketing tool

Currently, 14 new volunteer placements have been established since the Encore Leadership Corps Summit at such places as the Maine Volunteer Lake Monitoring Program, Greater Portland Landmarks, the Presumpscot River Watershed, and several downtown revitalization projects in rural Maine towns. ENCorps volunteers have also been involved in newsworthy program milestones including the new Brunswick Explorer and the completion of the Down East Sunrise Trails.

Item 7: The promising practices manual provides information on successful elements of the ENCorps model including topics around recruitment, retention, and training and supporting older adult volunteers. See attached for this publication.

Item 8: Through our partnership with the Maine Community Foundation and Atlantic Philanthropies, funds for the continuation of ENCorps have been secured and fundraising will continue for the next three years in essence expanding the program from a one-year time-limited effort into a three to five year initiative with lasting impact throughout the state. See above for a breakout of funding secured to-date (in addition to EPA grant funds).

Budget

All grant funds have been expended to-date. See below for a breakout of how project funds were used to support the program. A final invoice will be issued by the University of Maine and all expenditures below should be considered tentative until the final project invoice is received by the sponsor.

Expenditures for the Project

Salaries and Wages: \$37,317

Fringe Benefits: \$9,314

Travel: \$19,176

Contractual: \$5,650

Other*: \$9,098

* includes materials and supplies/printing/postage and shipping/phone, etc.

F & A: \$19,445

TOTAL: \$100,000

Programmatic Conditions

Per our programmatic conditions:

Programmatic condition #2. The recipient agrees to participate in conference calls with the EPA Project Officer in June 2009, September 2009, December 2009, March 2010, and June 2010.

- All conference calls/contact with the EPA Project Officer were completed as of June 2010.

Report any Key Personnel Changes concerned with the project: N/A

II. Difficulties Encountered: (As applicable, should include information on specific reasons why goals and objectives were not met, and analysis and explanations of cost overruns and high unit costs. Repeat format as needed).

While the partnership between the Center on Aging, the Maine Community Foundation and the Maine Development Foundation in the initial stages of the project presented an unprecedented opportunity for sustainability of ENCorps, it came with some necessary modifications in the original EPA grant work plan (and time line) for the project. The partnership has meant not only enhanced opportunities for ENCorps attendees but also an additional source of funding for the program. The resulting extension of the EPA grant project timeline (from 18 months to 21 months) accordingly allowed the project to receive matching funds from the Atlantic Philanthropies for any funds raised to support post-summit volunteer activities. At the end of the original grant period, a no-cost extension for the project was submitted and approved by Project Officer Kathy Sykes and other officials at the U.S. EPA.

As is often expected with new volunteer programs, recruitment and retention of volunteers continues to challenge program staff. As a result, the Center has taken several steps to develop innovative approaches to recruiting ENCorps volunteers:

- The Program Manager participates in the national Community Experience Partnership Learning Community facilitated by Atlantic Philanthropies.

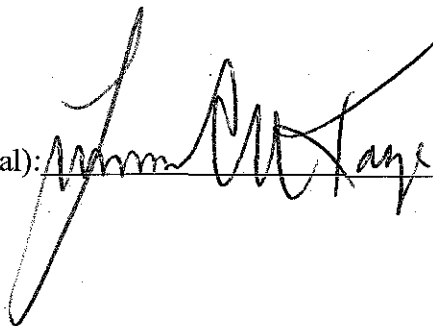
- The Center has consulted with several marketing firms and now has a marketing expert, Marylou Kandur, who has been volunteering her time to assist us in identifying key messages that will attract baby boomer and older adult volunteers.
- Program staff continue to foster relationships with key networks in the state such as the Senior College Network, senior services network, RSVP programs, and strengthening connections with volunteer sites that have a smart growth/environmental focus or those sites that are currently hosting an ENCorps member.
- ENCorps continues to carry presence at various volunteer administrator peer-to-peer networks including the Eastern Maine Volunteer Coordinators (EMVC) group, the Volunteer Administrators of Midcoast Maine (VAMM), and the Portland Area Volunteer Administrators (PAVA).

III. Activity Anticipated Next Reporting Period:

N/A Final Report.

Signature

(Recipient Authorized Official):



Date:

3/30/11

Encore Leadership Corps



Promising Practices from Year One



*University of Maine Center
on Aging*



Acknowledgements



UMaine Center on Aging - The Center on Aging is a university-wide, interdisciplinary center specializing in aging education, research and community service. The mission of the Center is to promote and facilitate activities on aging in the areas of education, research and evaluation, and community service to maximize the quality of life of older citizens and their families in Maine and beyond.



Maine Community Foundation - The Maine Community Foundation serves thousands of people who share a common mission: improving the quality of life in our state. Individuals, families, businesses and organizations create charitable funds that help Maine meet the challenges of changing times. Maine Community

Foundation grants cover the full range of nonprofit undertakings, with a special focus in the areas of education, the environment, arts and humanities, and social and community services. Since opening its doors in 1983, the foundation has awarded more than \$123 million in grants and scholarships.

MAINE DEVELOPMENT FOUNDATION

Maine Development Foundation - The Maine Development Foundation (MDF) drives sustainable, long-term economic growth for Maine. MDF stimulates new ideas, develops leaders, and provides common ground for solving problems and advancing issues. MDF was created by the Governor and Legislature in 1978. Funding comes from a variety of sources including fee-for-service, private contributions, memberships, foundations, and state government contracts.

Environmental Protection Agency's Aging Initiative - A major goal of the Aging Initiative is the development of a National Agenda for the Environment and the Aging. The National Agenda will prioritize environmental health hazards that affect older persons, examine the environmental impact of an aging population in a smart growth context, and encourage civic involvement among older persons in their communities to reduce hazards. The National Agenda for the Environment and the Aging, developed through a public participatory process, will help guide the Agency's work to protect the health of older persons now and in the future.



The Atlantic Philanthropies Community Experience Partnership Initiative - The Community Experience Partnership involves 32 community foundations located across the United States. These partners are working to find new ways to engage the rapidly growing population of people over 60 in activities that serve others and improve quality of life. This initiative is demonstrating timely new ways to respond to the needs of communities—and of one of America's most vital population groups. Partners are helping redefine traditional perceptions of aging, and creating new pathways for older adults to engage in lifelong learning and personal development and solving social needs through volunteering or employment in the nonprofit or government sectors.

Jane's Trust - Jane's Trust was created through the beneficence of Jane B. Cook, who died in July 2002. Mrs. Cook was known in the communities where she lived as a down-to-earth woman who was generous to the core. The Trust was established to continue for a thirty-year period to continue the legacy of generosity that she established during her lifetime. Jane's Trust is a philanthropic branch of Hemenway & Barnes, LLP.

Margaret E. Burnham Charitable Trust - The Margaret E. Burnham Charitable Trust was established to benefit nonprofit organizations located or operating in the State of Maine and serving within the State of Maine. The Trust, in responding to the needs of the Maine communities it serves, is dedicated to funding five significant program areas of interest; community and social services, medical, educational, arts and cultural, and environmental topics.

Davis Conservation Foundation - The Davis Conservation Foundation is a public charitable foundation established in 1989 by Phyllis C. Davis and H. Halsey Davis of Falmouth, Maine, to support protection of the environment and conservation of our natural resources. The foundation was established following Mr. Davis's retirement as President and Chairman of Shaw's Supermarkets, Inc. and has provided over \$10.73 million in grants to conservation organizations since its founding.



University of Maine, School of Social Work - Social work has a proud history of working with people for the purposes of enhancing human well-being, preventing and alleviating human suffering, and advancing social and economic justice. At the University of Maine, The School of Social Work provides the highest quality education for both beginning and advanced professional social work practice. The School educates at the Baccalaureate and Master's level in an atmosphere of individualized learning, respect for individual rights, and a celebration of diversity.

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Overview and Program Background

Throughout our lives we are given many different opportunities to learn, work, and grow. We're expected to go to school in our early years and then focus on work and family in our young adult and middle age. But what about our golden years? This question has been debated for centuries. Should older adults just stay at home and enjoy the peace and quiet of an empty house? Or should they reinvest in hobbies or perhaps even travel the world? Times have changed and more older adults continue to stay active well into their later years. They're doing more, trying new things, and giving back to their communities and future generations. Many older adults choose not to stop working full-time at the traditional retirement age and when they do, they're often looking for part-time work, a new career, or volunteer opportunities to keep them active and engaged.



The Encore Leadership Corps (ENCorps), a program administered by the University of Maine Center on Aging in partnership with the Maine Community Foundation and with the cooperation of many local, state, and national organizations, offers engaging opportunities for older adults. Through specific training and education, ENCorps members are equipped with the skills and tools to make a true difference as volunteer leaders. ENCorps focuses on providing support to volunteers who work in environmental or community development settings, which are in need of skilled volunteers. This program offers older adults the chance to learn new skills, give back to the environment and community, and network with people who hold similar beliefs. To date, there are 140 ENCorps members enrolled in the program. ENCorps members have reported completing more than 7,900 hours of volunteer work across the state during a reporting time of eleven months. All of this would not be possible without the generous financial support from the Environmental Protection Agency's Aging Initiative (Grant# CH-83421501-0), Atlantic Philanthropies, Jane's Trust, Margaret E. Burnham Charitable Trust, and the Davis Conservation Foundation.

How to use this manual

A program like ENCorps could be easily replicated in other areas. The Encore Leadership Corps originated in the State of Maine, but its mission and purpose can be realized across the nation. In this manual, you'll find tips and resources to start an Encore Leadership Corps in your area based on lessons learned in the first year of the program. This manual is designed to provide you with accurate information about the experience of setting up an older adult volunteer training program and to assist you in developing your own local programming. Treat this manual as a guide, not a rule book. What may work in one setting, may not work in another.

Background

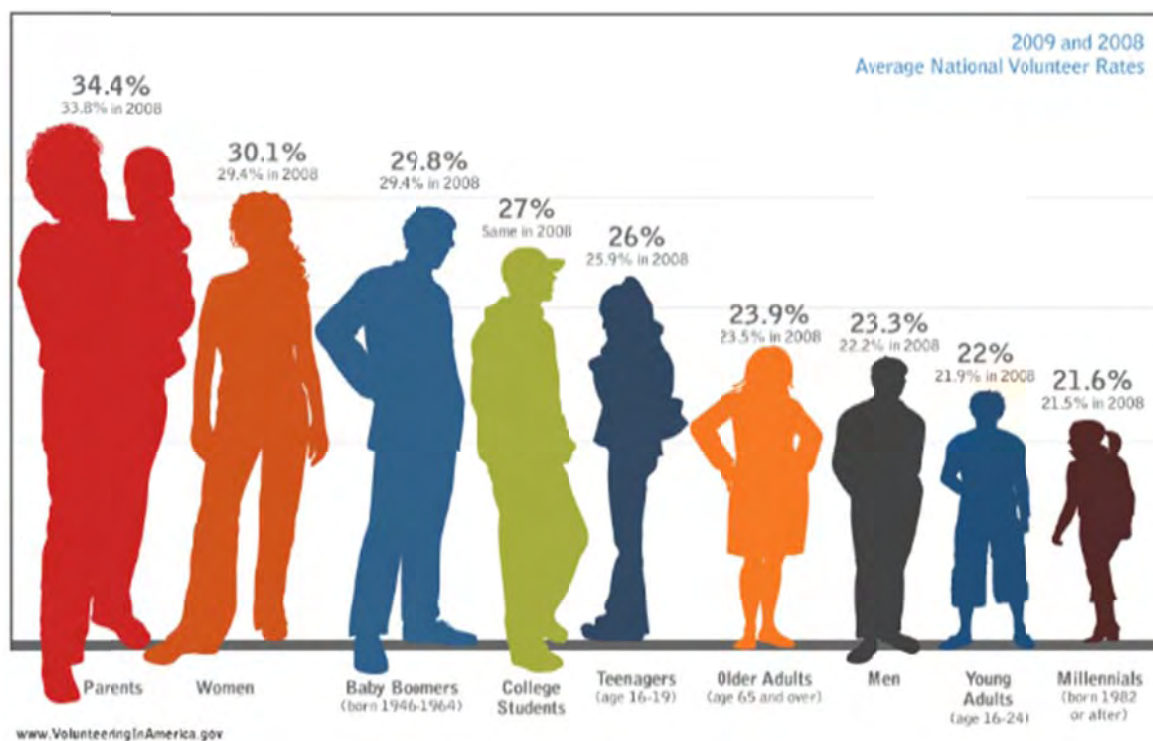
Volunteerism and Older Adults

People volunteer for many different reasons. Some volunteer because they have free time or skills that could benefit someone else. Others volunteer because in the past a volunteer helped them in a time of need. While some people volunteer because they see it as an opportunity to build their career and work-related skills.

With that said, it's safe to say that nearly everyone who volunteers does so because they want to give back. Give back to their communities. Give back to the environment. Give back to the younger generations. We all want to leave this world a little better than before, so why not do so through volunteering?

Volunteers are the backbone of many organizations, agencies, and nonprofits. People who volunteer not only provide free service to organizations but they also bring with them their personal expertise, enthusiasm to make a difference, and the ability to create ties between programs and the community. In 2009, 63.4 million Americans volunteered over 8 billion hours of service which was worth approximately \$169 billion dollars (Corporation for National and Community Service, 2010). This is a 1.6 million volunteer increase from 2008, "making 2009 the largest single-year increase in the number of volunteers since 2003" (Corporation for National and Community Service, 2010). Those statistics are incredibly significant when considering the context of a national recession that put a strain on families, non-profits, and communities.

Volunteers come from many different walks of life and age groups and have many different reasons for donating their time and effort. The table below shows a breakdown of the volunteer rate for each age group in 2008 and 2009.



Fact: In 2009, volunteers contributed \$169 billion dollars in the form of service.

Encore careers was for older adults to find paying positions, but it has since grown to include unpaid internships and volunteer work. To find out more information about Encore careers from Civic Ventures, please visit their website at www.encore.org (Civic Ventures, 2010).

The Setting- The State of Maine



There are many nicknames for Maine: Vacationland, The Pine Tree State, "that part of the country that might as well be Canada." Whatever you decide to call it, Maine is one of those states you fall in love with and never want to leave once you visit. Its citizens are friendly and down to earth, the cities are small enough to not get lost in, and the gorgeous coastline is beyond comparison.

It's no wonder that Maine is considered one of the best places to retire in the United

States and attracts some of the most active older adults in the country. The US Census estimates that 15.1% of Maine's population consists of people who are the age of 65 or older, fourth in the country only behind Florida, West Virginia, and Pennsylvania (U.S. Census Bureau, 2008). In 2008, the US Census estimated that the median age of people who lived in Maine was 42 years old. That's 5.2 years older than the country's estimated median age of 36.8 making Maine the oldest state in the United States (Miller, 2009).

Maine's older adults are also leaders the nation in volunteerism rates. A significant amount of baby boomers (36.1%) and adults 65 and up (29.6%) volunteer (Corporation for National and Community Service, 2008a; Corporation for National and Community Service, 2008b). These numbers are above the national average, which demonstrates the commitment of Maine's experienced adults to giving back to the state.

About 30% of volunteers in Maine volunteer in an educational setting and almost 20% provide service through religious organizations (Corporation for National and Community Service, 2009). On the other hand, only 7.2% volunteered for civic or political opportunities in the state (Corporation for National and Community Service, 2009). It's surprising that so few older adults volunteer in environmental settings given that Maine is known for its beautiful shorelines and unspoiled forests. One would think that Mainers would want to protect the natural land and take up civic engagement to see that natural resources, community activities, and open land are preserved.

Fact: Only 3% of volunteer work in Maine is in an environmental setting.

Even more concerning is the amount of problematic development and sprawl that has occurred in Maine over the past three decades. From 1980 to 2000, almost 870,000 acres of Maine's rural land was converted for suburban uses; the second worst loss of land in the country during this time period (The Brookings Institution Metropolitan Policy Program, 2006). From 2000 to 2005, 77% of population growth occurred outside the main regional hubs of the state (The Brookings Institution Metropolitan Policy

Program, 2006). The irony of this is that 75% of Maine's jobs, services, cultural centers, and retail enterprises are found where people are moving away from (The Brookings Institution Metropolitan Policy Program, 2006). Thus, people must commute from their suburban homes to work, shop, and find cultural activities. All this driving and less time walking or biking has a significant impact on weight, health, and environmental stability.

In 2006, The Brookings Institution Metropolitan Policy Program brought to light the seriousness of these issues in a report which highlights the changes Maine must make to stop this detrimental tendency towards sprawl. In *Charting Maine's Future: An Action Plan for Promoting Sustainable Prosperity and Quality Places*, the Brookings Institute recommends crucial steps that must be taken to unify the state, find a better solution to the rising population, and plan for economic success. The Brookings Institute believes that Maine has great potential but needs government agencies, nonprofit organizations, and its citizens to participate in taking steps outlined in the plan.

In 2007, the State of Maine was chosen to take part in the National Governors Association Center for Best Practices' Policy Academy on Civic Engagement of Older Adults. Other states selected included Alabama, Arkansas, Colorado, Florida, New Mexico, Ohio, and Wyoming. The purpose of the Academy was to improve opportunities for older adults to be employed or volunteer in meaningful ways. Representatives from Maine were invited to participate in a three day Academy meeting in Annapolis, Maryland where they learned from experts and their peers about ways to strengthen the older adult work force in Maine (Maine Department of Health and Human Services, Office of Elder Services, 2007). After receiving this distinction, the governor, legislators, and non-profit leaders quickly realized the significance of providing opportunities and support to older adult workers. The National Governors Association Center's invitation to the Academy on Civic Engagement of Older Adults led the way for ENCorps to be successful in Maine.



View of the ocean from where the 2010 ENCorps Summit was held at Point Lookout in Northport, ME

Getting Started: Preliminary Planning

Armed with the expertise and desire to bring change to the state of Maine, a diverse collection of organizations gathered together to start brainstorming. Of course, there were many different ways these issues could have been addressed. In the end, the organizations that came together converged on one idea; the Encore Leadership Corps, or ENCorps (formerly the Maine Senior Environmental Leadership Corps). The original goal of ENCorps was to train older adults to be volunteer leaders in their respective organizations. The foundation of the program would include older adult volunteers working in new volunteer placements that promoted "smart growth" or continuing volunteer work with smart growth organizations in which baby boomer and older adult volunteers could take on new or more challenging roles.

The definition of smart growth is both very broad and complex at the same time. Smart growth is, at its core, any action that promotes a reduction in sprawl development, returns economic and population growth to town centers, and encourages a healthier lifestyle. When the process of ENCorps began, many different strategies were explored for conveying the concept of smart growth to organizational directors, town council members, every day volunteers, and other stakeholders.

Eventually a definition was settled on that allowed a variety of volunteer opportunities to work within the smart growth definition.

Further research:

www.epa.gov/smartgrowth
www.smartgrowth.org
www.smartgrowthamerica.org

The structure of the program itself transformed over time and continues to be shaped by the needs of ENCorps members. The goal of ENCorps is to provide training to older adults so that they can become leaders within their volunteer settings. To accomplish this, the program is structured as a no-cost program in which members are expected to attend trainings and workshops. Members are also expected to not only volunteer in settings applicable to smart growth but to also be accountable for their volunteer work through reporting the monthly total of volunteer hours completed. The structure of the program is simple and straight forward with the main focus on providing the volunteers with any and all skills they feel are necessary.

As required by grant applications and for program development purposes, we created a program timeline, or Gantt chart, to visualize the steps needed to implement such a program (Appendix A). A Gantt chart is a helpful way to map out when activities should take place, measure progress, and develop new strategies of completing tasks on time. The example found in Appendix A is a Gantt chart used during preliminary planning. A program timeline, in this case, is more of a guidance tool rather than a strict agenda.

After coming up with a plan for the program an advisory board was formed which was comprised of essential community leaders from community-based and statewide organizations. With input and approval from the board, the University of Maine Center on Aging applied for a grant from the U.S. Environmental Protection Agency's (EPA) Aging Initiative. The goal of the US EPA Aging Initiative is to identify environmental issues that impact seniors, determine the results of increased senior population on the environment, and encourage older adults to become civically active to reduce future problems (U.S. EPA Aging Initiative, 2010). The ENCorps program fit nicely with this mission and the program was ultimately one of two grants that were awarded in 2009 (U.S. EPA Aging Initiative, 2009). Through a partnership with the Maine Community Foundation, Encore Leadership Corps joined the Community

Experience Partnership initiative administered by the Atlantic Philanthropies. With this partnership also came the opportunity for any funds raised for ENCorps to be matched dollar for dollar up to \$500,000.

After acquiring these foundational financial supports, additional funding sources were obtained that would help sustain the program and keep it free-of-charge for participants. In late 2009 to early 2010, additional funds from Jane's Trust, the Margaret E. Burnham Charitable Trust, and the Davis Conservation Foundation were awarded to the program.

How to Hook Them: Recruitment

Recruitment of volunteers is the cornerstone of the ENCorps program because its aim is to recruit, train, and retain a growing number of volunteers. Recruitment requires that you must not only be able to explain and market your program to potential participants, you must also motivate them to take the next step and apply to join the program. Through intensive marketing and recruitment efforts detailed below, the Encore Leadership Corps went from three applicants to 130 in just six months. Recruitment

Question: What strategies do successful companies use to gain business? Can these strategies be used to attract volunteers?

for this type of program requires the use of several different approaches and being broad and open-minded to volunteers' needs and desires is crucial. There are a few recommended steps when starting up an older adult volunteer leadership initiative like ENCorps.

Before beginning recruitment, it's a good idea to take a critical look at the name of your program. The name of your program is the first piece of information potential members receive. It should capture the essence of your program and should avoid potentially unwanted connotations. For example, the original name for ENCorps was called The Maine Senior Environmental Leadership Corps. Both "senior" and "environmental" are words that can have negative connotations for some people. Many older adults do not view themselves as senior citizens. Along the same lines, you may want to steer away from using the word "retired" as many older adults are still active in either part-time jobs, volunteer work, or caring for loved ones. The word environmental may turn some people away as well. As mentioned before, smart growth involves many different types of activities that create a better, cleaner environment including community development and creating healthy activities. Try to use words in your program's name that are neutral and could be appealing to many people.

1. Develop a plan for recruitment

The first step when beginning the recruitment process is to make a plan for obtaining volunteers. It's important to think about what message you want to give volunteers, the type of people who would be a good fit for this type of volunteer work, and the process that your program will take to accomplish your recruitment goals.

Message

The message and description of the program is a very important place to start. Before talking to any potential volunteers, all program staff should have a firm understanding and definition of the program itself, expectations of volunteers, and reasons volunteers would want to join. For the Encore Leadership Corps, a message was crafted that emphasized the program structure, expectations, and opportunities available for volunteers:

"The Encore Leadership Corps (ENCorps) is a volunteer training program for adults aged fifty and older from the State of Maine who wish to give back to their communities by volunteering in environmental or community development areas. The purpose of ENCorps is to increase the skills and knowledge that volunteers need to assume leadership roles as volunteers. ENCorps members will be offered various training

opportunities, ongoing support from staff, and local and national resources to broaden their expertise. Volunteers are expected to attend these trainings and report back about where they're volunteering and what skills they've used. Becoming an ENCorps volunteer is not only a great way to advance in the volunteer world, it's also a chance to network, have fun, and truly make a difference for Maine."

This may seem like a lengthy explanation of the program but it captures every important aspect a prospective volunteer may want to know. It tells what the program is, what's being offered, what the volunteer must do, and additional reasons to join. Of course, volunteers will have questions past this initial description, but this is a great way to start a letter, presentation, or phone conversation.

It's also important to tailor the message depending on who the audience is. For example, if you're speaking to a group of volunteers who already give their time at a local land trust, you may want to emphasize the importance of preserving open spaces. Perhaps you're talking to someone who has never volunteered before; be sure to mention that staff support will be available to locate an appropriate placement. If you're holding a teleconference with municipal leaders from around the state, mentioning ways trained volunteers could benefit their town's goals could draw volunteers within their district.

Target population



From left to right: Joan Shapleigh, Judy Merck, Candice Cyr, and Sue Mackey Andrews at the 2010 ENCorps Summit.

Another key step to planning for recruitment is exploring how to best reach the people who would benefit the most from this type of training. Of course, anyone can be a volunteer and many who don't volunteer already just need extra motivation to start. By defining a target population you're not excluding others, but simply aiming for the most new recruits through strategic marketing. By identifying a target population, you also ensure that staff resources are focused on recruiting from sources that have the greatest potential for reaching volunteers.

For an environmental leadership volunteer program like ENCorps, the group that you'll get the most return from during recruitment will be people who are already volunteering in organizations that work in environmental and community development areas. Some organizations that already fit well with the smart growth concept include land trusts, town conservation committees, historic societies, and garden clubs.

It's also important to get the word out to other older adults who are not currently active volunteers. This can be done by locating places and groups where older adults spend their time. Great places to find older volunteers for a program like this are service club meetings (like Rotary and Lion's Clubs), through senior college programs, from area agencies on aging, and fifty and plus social groups to name a few.

Keep in mind that "older adults," by the Encore Leadership Corps definition, means anyone fifty years of age and older. This is a unique age group because some people are retired and have plenty of time to

volunteer, while others may still be balancing the demands of paid work, raising children and caring for aging parents. It's important to remember to be sensitive to the different needs of baby boomers and older adults as these needs may be as diverse as your volunteer cohort.

Process

Setting out the guidelines and course of the actual recruitment ahead of time is also very helpful. By doing so, everyone involved with the program knows the steps and people to talk to about certain recruitment attempts. These steps can be included in the program timeline that was mentioned earlier (Appendix A). You may consider developing talking points about your program to guide discussions and presentations. Some sample discussion points developed for ENCorps are:

Sample Talking Points for Potential Members

- Free training program for people fifty and older in Maine
- Focus on environmental and community developmental volunteer placements
 - Examples: Land trusts, historic societies, conservation groups, recreation activities, town councils, downtown revitalizations, beach clean-ups, etc.
- Free trainings offer skills to bring to your volunteer placement
 - Examples: Grant writing, social media, marketing, volunteer-self care, conflict resolution
- Complete volunteer work in smart growth related area and submit hours monthly
- Two-day Summit opportunity once a year to network, learn from state and national experts, and talk with others interested in your topic area
- Regional gatherings twice a year to network with other ENCorps members from your area
- Support from staff available to find volunteer placement, locate resources, and hear what workshop topics are important to you
- Contact information for your program

It's important to also identify some of the ways you'll be reaching out to volunteers. Targeted, thoughtful, and considerate attempts to share information about your program will yield the greatest numbers of potential volunteers.

At this point you'll also want to start creating an application, set a deadline (or decide on a rolling admission), identify a contact person, and start planning for the program evaluation.

2. Marketing

How you choose to spread the word about your program can make all the difference. Now that you're armed with a recruitment plan, it's time to get out and share your program with your target audience. Following are some successful marketing strategies.

Current volunteer placements

One of the best places to start marketing is to reach out to volunteers where they already are volunteering. Start by contacting local organizations, agencies, and municipalities that utilize volunteers in their environmental and community development efforts. It may also be helpful to reach out to groups that utilize older adults specifically, such as area agencies on aging, and Senior Corps programs such as RSVP. Speak with a director, volunteer manager, or town manager, about what your program is, what you have to offer their volunteers, and how a connection with your program can be beneficial to their organization. Be sure to emphasize that your program isn't looking to lure volunteers away from their program, rather enhancing their current skills and leadership abilities. See Appendix B for an example of a letter that explains these key points.

Sample Talking Points to Emphasize to Agencies and Organizations

- Free training program for people fifty and older in Maine
- Focus on environmental and community developmental volunteer placements
 - Examples: Land trusts, historic societies, conservation groups, recreation activities, town councils, downtown revitalizations, beach clean-ups, etc.
- Free trainings offer enhance the skills of your volunteer pool
 - Examples: Grant writing, social media, marketing, volunteer-self care, conflict resolution
- Two-day Summit training event which gives volunteers the chance to network, learn from state and national experts, and gain new leadership skills
 - Exhibit tables for organizations and agencies that need volunteers
 - Opportunity to recruit new volunteers
- ENCorps is a great chance for your volunteers to gain new skills, additional training, and networking with other volunteers in Maine.
- ENCorps is a member program; we're not taking volunteers away from your organization but rather extending your training and support capacity.
- If you know of a volunteer in your organization who would benefit from this free training, please pass along the information about ENCorps to them.

After making initial contact with a volunteer group or agency, ask to speak to the group or have a table at an upcoming event or conference. This will allow you to have direct contact with potential volunteers and hear about what impact they are already making through their volunteer work.

Social media

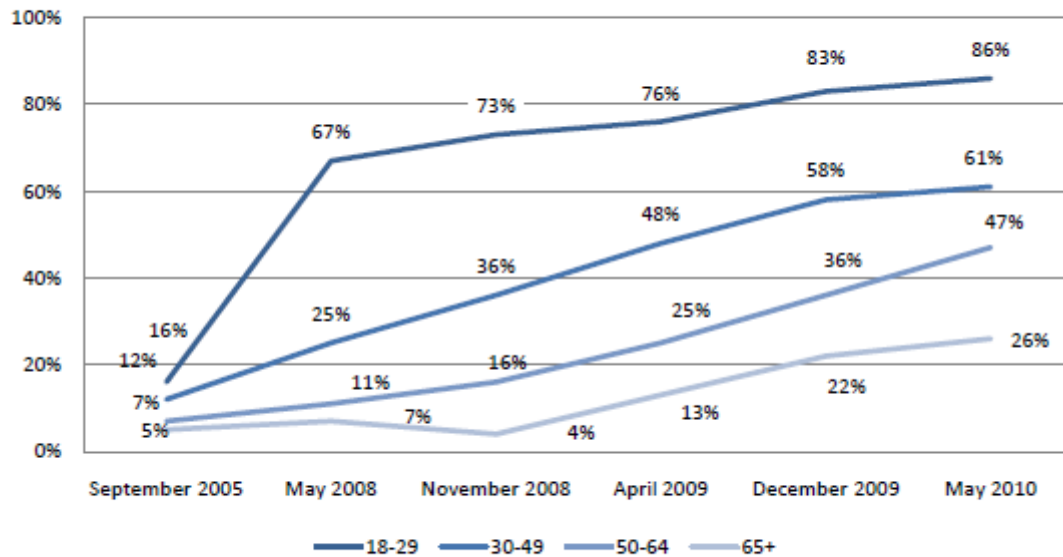
Social networking sites are not just for teenagers and college students anymore. People of all ages are getting online, sharing photos, and looking for opportunities to meet new people and reconnect with old friends. In fact, from 2009 to 2010, the amount of internet users aged fifty and older who use social media nearly doubled from 22% to 42% (Madden, 2010). Social media sites include Facebook, Myspace, Twitter, and YouTube.

Try creating a Facebook page for your group or putting an ad on a local volunteer search tool. Represent your program on these websites like you would anywhere else; be professional and clear. It's important

to realize that updating and maintaining social networking sites can take time and requires a commitment to keeping posts active and content relevant to your target audience.

Social networking use continues to grow among older users

The percentage of adult internet users who use social networking sites in each age group



Source: Pew Research Center's Internet & American Life Project Surveys, September 2005 -May, 2010. All surveys are of adults 18 and older.

It is also crucial to have a website devoted to your program. Once people hear about the program, they're most likely going to want to do more research on their own. By providing a website with all the key features, like current volunteer testimonials, application material, newsletters, and other resources, volunteers are more likely to feel connected to the group and excited about joining.

Newspapers/newsletters

More often than not, our volunteers heard about our program through a local newspaper or through an organizational newsletter. Try getting your program featured in an audience-appropriate column or write an editorial for a local, small town newspaper.

Ad space can be expensive, even in small town newspapers. If you have nonprofit status, be sure to mention this when talking to advertising managers. Advertisements that are clear, to the point, and provide contact information are crucial and will give you the most return. See Appendix C for examples.

Radio shows and public service announcements

Another great way to market to your target population is through the radio. Radio advertisement can be less expensive and complicated than television space because it eliminates the need for creating a video production. It's important to first research the target audiences and catchment areas of radio stations in your local area. Contact the radio personalities that cover statewide and local topics of interest as well

as issues that affect older adults. A good place to look for topics like these are on talk radio and public broadcasting stations.

A public service announcement, or PSA, can also be an influential way to reach possible volunteers. PSAs are usually free of charge for nonprofits and only require taping of your message (there may be a fee). Be sure to check with the advertisement company about time requirements. However, because these spaces are provided for free, you may not get the best advertisement placement available and it may not run every day. An example of the script used by ENCorps for a PSA on a radio station is as follows:

*Are you ready for your next great adventure?
Looking for a way to volunteer but aren't sure where to start?
Do you want to preserve the beautiful qualities of Maine while revitalizing your community?
Then please consider joining the Encore Leadership Corps. Through ENCorps, you'll gain the knowledge and skills to make a real difference.
The first ENCorps training will take place April 12th and 13th and is free for participants.
If this sounds like something you're interested in, please visit our website at encoreleaders.org or call 207-262-7931.
And remember, it's never too late to make a difference!*



Dr. Len Kaye, Director of the UMaine Center on Aging being interviewed by a local television network about ENCorps.

3. Application Process

The next step of recruitment is to actually have people sign up for the program. Before recruitment even starts, you should have an application created with all information you need from volunteers. You'll want to ask basic contact information, their age and gender, how they found out about the program, their past and current volunteer activity, and perhaps why they want to join. In the initial stages of program development, ENCorps volunteers were asked to submit a letter of recommendation along with their application. This became complicated as time went on and was somewhat unnecessary so it was removed from the application process. An example of an application can be found in Appendix D.

ENCorps Application Essentials

- Name
- Contact information (mailing address, phone number, email address)
 - Preferred method of sending materials
- Age
- Gender
- How did you learn about ENCorps?
- Why are you interested in being an ENCorps Member?
- What is your current or past experience volunteering? What is your past or current involvement with environmental, green growth, or community development?

Make the application as accessible for people as possible. Post it on your website, mail it out to potential volunteers who express interest, and hand them out at any events you attend. Make the process easy as well. Provide a mailing address, fax number, and email where people can send applications when completed. Also be available to fill out applications over the phone. Some older adults find this easier and it provides a connection between staff and volunteers. Completing an application by phone can help both the volunteer and the staff member assess whether or not the program is a good fit for the individual volunteer.

4. Follow-up

After volunteers sign up, it's time to review the applications and decide whether to accept the applicant. It is important for staff and board members to develop a clear understanding prior to the application review of what are the essential elements you are looking for within your volunteer pool. While anyone can be a successful volunteer, even if they have limited past experience, you need to ask yourself "what will make the right fit?"



ENCorps members networking on the first night of the Summit.

After you've reviewed an application and accepted the participant, be sure to welcome them into the group as a member of your volunteer program. An example of a welcome letter can be found in Appendix E. It may also be appropriate at this time to ask more demographic questions that volunteers may want to remain confidential, like income, race and ethnicity, and educational level. These statistics may be important to funders and help give an overview of the people you're serving. It would be inappropriate to collect this data prior to accepting the volunteer into your program because volunteers may be concerned that the information could keep them from being accepted. An example of demographic questions you may want to collect are available in Appendix F.

It's crucial to document all the information you receive from applicants in an Excel document or other database program. It's important to keep all contact information for participants and a list of accommodations they may require. Member information should be shared with stakeholders because it shows a good overview of who your members are. Items like average age of participants, gender breakdown, past volunteer experiences, and geographic representation are important aspects to showcase to funders and at conferences to help others understand the individuals you serve.

As shown in the multiple steps presented in this chapter, recruitment is a long, dynamic, and on-going process. However, the rewards are well worth it in the end. You'll soon find yourself with a group of dedicated and motivated adults who want to make a difference in their communities. The next step is to give them what they need to maintain their energy, enthusiasm, and commitment to your program: specialized training in leadership and environmental issues.

Welcoming and Energizing Your Members: The Kickoff Event



The cornerstone of the Encore Leadership Corps Program is an annual summit which serves to both energize and welcome new and existing volunteers while also providing an orientation to smart growth and community development volunteer work. The first event should be one the volunteers won't forget and will be talking about with friends, family, and fellow volunteers long past the closing remarks. The kickoff event should cover many different topics that can get volunteers on their way to making a significant difference in their local communities. If done correctly, volunteers will not only feel like they learned valuable skills, but also a new sense of motivation and enthusiasm about volunteering.

Planning for the event

Planning for a kick-off event should start months in advance. It's highly recommended that this event take place over at least a two day period to allow for many lectures, special interest sessions, and networking. Be sure to find a venue large enough to accommodate your needs, such as multiple rooms for "break out" sessions. If possible, use a location with on-site lodging to cut down on the need for volunteers to commute back and forth. Also remember the population your event is serving and make sure the rooms are wheelchair accessible and do not require considerable distances for walking or multiple sets of stairs. In addition, closely examine the layout of your presentation room. Does it allow those with visual and hearing impairments to fully enjoy the presentations and discussion that will be occurring?

Helpful Tip: Never forget the population you're serving when planning a conference. Make sure the venue is easily accessible, has a high quality sound system, and consider dietary restrictions w g meals.

Start thinking about the types of presentations you'd like at this event as well. For the first ENCorps Summit, it was decided that day one would focus on environmental and smart growth issues, while day two centered more around increasing leadership skills. Find engaging and knowledgeable speakers who have the ability to present to an audience of

everyday people. Some speakers may be accustomed to presenting to professionals who have an advanced knowledge of a topic in which people who attend an ENCorps event may not have an extensive of a background. The 2010 ENCorps Summit agenda can be viewed in Appendix G.

A month or two before the event, send a confirmation form out to all accepted ENCorps members. This form not only lets you know they're planning on attending, but it can also be your chance to ask about special accommodations, dietary restrictions, and overnight room arrangements. See Appendix H for an example of a confirmation form.

Some individuals may not have a place to volunteer and need help finding an appropriate volunteer placement. The Summit is a great opportunity to connect volunteers with potential volunteer placements. If there is space available at your venue, consider giving organizations and agencies the chance to have an exhibit table. Exhibit tables can be used to share details about the agency and its mission. Volunteers have opportunities to browse the tables during the event and link up with future volunteer placements. This was successful at the first ENCorps Summit as several people noted in their subsequent monthly reports that the organization they're now volunteering with was an exhibitor.



Exhibit table at the 2010 ENCorps Summit

As the event draws closer, you'll need to start putting together a toolkit of resources and tips for your volunteers. This toolkit should include a welcome letter, program of the day, and contact information for staff and presenters. It's also important to include resources that volunteers can refer to long after the event. Some ideas for resource sections include volunteer self-care, how to work with the local government, resources to find grant opportunities, and other tips and tools.

Volunteer Toolkit Topic Ideas

- Summit schedule
- Handouts from presenters
- What is smart growth?
- Volunteer tools
 - How to search for volunteer opportunities, research sources, how to contact legislators, how to set up a Facebook account
- Volunteer self-help
 - Finding the best fit, volunteer burnout
- Inspirational stories and quotes about volunteering
- Tips on how to live green
- ENCorps contact information
 - Staff contacts, monthly volunteer reporting information, directions to online community and social media

It's also very important to create an evaluation form for any gathering that you host for your program. The evaluation form will collect member feedback about the event, allow volunteers to share suggestions for future topics, and identify areas to be improved upon in the future. The ENCorps Summit evaluation form was placed in the toolkit provided to attendees so that volunteers could give feedback throughout the event. The ENCorps Summit evaluation had two goals: to gather feedback about the summit in addition to tracking changes in knowledge of the topical areas presented. An evaluation is often necessary to demonstrate to funders the progress that's been made thanks to your program and document a continued need for funding. An example of an evaluation form can be found in Appendix I.

Tips for the Day-of the Event

Most of the planning for the Summit occurs before the actual event. Nevertheless, the day(s) of the Summit is just as important. The summit event will be the first time volunteers become acquainted with your program. The thought and organization that has gone into the event will be a basis for once you are on-site - this is where the little touches count. For example, it is helpful to have a clearly marked registration table and people to welcome volunteers as they arrive. At the registration desk should be a sign in sheet, name tags, media waiver form, lodging accommodations if needed, and the toolkit for each volunteer.



ENCorps staff at the registration desk. From left to right: Jennifer Crittenden (UMaine Center on Aging), Cheryl Miller (Maine Development Foundation), Len Kaye (UMaine Center on Aging), Roxanne Eflin (Maine Development Foundation), Amanda Chamberlain (UMaine Center on Aging)

Throughout the event, you should be organized and clear about the timing and tasks ahead. Have a schedule of presenters at your disposal along with a working agenda of the day with internal notes regarding locations of presentations, important contact numbers, and other essential information. Have a staff member available to assist speakers and have an additional staff member who can be present to answer questions that volunteers may have about the program, how events in the future will be scheduled, where the closest water fountain is, etc. The volunteers will appreciate your enthusiasm and assistance throughout the event.

As the event draws to a close, set up another table for people to stop at on the way out. This is where people can recycle their name tags, drop off their evaluation forms, and ask any last questions. We found that more volunteers turned in their evaluation forms when a small token of appreciation was given. For instance, as each ENCorps volunteer departed they were given an official ENCorps pin and a recognition certificate as they handed in their evaluation forms.

The Summit should be fun for not only volunteers but for everyone involved. An event like this can be stressful for staff. Have space and time set aside for staff to wind down and get ready for the rest of the day's events.

It's easy to see how much work needs to go into an event such as this. The kickoff event requires extra attention and planning. The goal is to leave volunteers with a renewed sense of commitment not just to your program but also their volunteer sites and to one another as fellow members of this new and growing corps.



Dr. Len Kaye speaking to the first cohort of ENCorps members at the 2010 Summit.

Building Statewide Capacity: Volunteer Management Training

In addition to training older adults to be leaders within their volunteer settings, it is essential that those who manage volunteers know how to tap the capabilities of this unique age cohort. Volunteers provide non-profits with the opportunity to provide more services, increase the quality of current services, and give individual consideration to the clients served (VolunteerMatch, 2007). In conjunction with the ENCorps Summit, the Center on Aging offered a training opportunity for volunteer managers with a strong emphasis on how to best utilize older adults within an organization. This training, titled "Navigating the Landscape of Volunteer Management," was designed to increase the interest and capacity of environmental and community-building organizations to recruit, retain, and effectively manage older adults.

Older adult volunteers are willing and able to work at a variety of different settings, so be sure to invite many types of organizations. Some examples of organizations represented at the volunteer management training included the Department of Agriculture, downtown revitalization groups, chambers of commerce, cultural centers, and even a mayor from a large city in Maine. These volunteer managers have had many different experiences working with older adults and may be able to share some of their own tips.

Questions: What makes a volunteer experience positive?
What makes it negative?

It's crucial to have speakers at this special event who have worked with older volunteers and can offer insight into how to best support volunteers. The directors and coordinators of state Retired and Senior Volunteer Programs (RSVPs) are a perfect example of such experts. RSVP is a national volunteer program for people who are 55 and older who serve in many different settings and obtain support and recognition through that particular Senior Corps program. An RSVP director or coordinator would be a wonderful addition to speak at such an event. This also provides an opportunity for volunteer coordinators and other program staff to learn more about the RSVP program and the distinct benefits that such a program can offer their agency or organization.

Important Volunteer Management Topics for Organizational Trainings and Skills Building Sessions

- How to recruit, recognize, retain, and engage older adult volunteers
- Elements of volunteer opportunities that are attractive to baby boomers and older adults
- Generational differences in volunteers
- Basics of a volunteer position description
- Motivational interviewing techniques for your volunteer search
- Best practices in volunteer management

Keeping the Energy and Skills Alive: Workshops and Gatherings

Although the kickoff event should be memorable and engaging, it should not be the only focal point of your program. Training should continue throughout the year and cover more specific areas of interest that are of importance to your volunteers. As recommended, be sure to ask volunteers after the Summit and in follow-up contact what other topics they are interested in learning about. The volunteers are your best source of insight when it comes to strategizing for skills building. It is also important to note that baby boomer volunteers are particularly interested in shaping their volunteer experience. Providing avenues for continual feedback not only improves your volunteer programming but it also helps to keep volunteers engaged along the way.



ENCorps members at a workshop about 501(c)3 status.

Planning a workshop

This event should not require as much planning and time as the kickoff Summit event, but it should be well thought out and convenient for volunteers to attend. The example used throughout this section will be a workshop covering the topic of grant writing, our most popular suggestion from volunteers which was offered twice in the first year of ENCorps.

The first step is to find a knowledgeable and reputable speaker. Identify agencies and organizations in your state that work within your area of interest. For grant writing, a long-time partner and funder for ENCorps, the Maine Community Foundation, was invited to facilitate the workshop. After establishing the partnership, planning of the rest of the details for the event began, such as location, time, and refreshments. In addition, connecting with another organization that can act as a co-sponsor is a great way to help educate your volunteers about other organizations in your state while also opening up the workshop to volunteers and members of that particular

Workshop ideas gathered in the first year of the ENCorps program from the volunteers themselves included: grant writing, mediation techniques, social media overview, how to obtain 501c3 status, how to run for local office, and specific training in environmental settings like water testing and how to effectively research the impact of sprawl. The volunteers from your area may come up with different ideas or build upon the ones listed.

Workshop Ideas

- Grant writing
- Social media
- Volunteer self-care
- 501(c)3 status
- Running for political office
- What is smart growth?
- Marketing
- Mediation
- Communication
- Recruitment and retention

What else do your volunteers want to learn about?

organization as well. For example, two local senior colleges agreed to co-sponsor the grant writing workshops. This opened up the opportunity for senior college members to connect with the ENCorps program.

Another helpful tip for creating a successful workshop is to create a flyer to distribute to all your volunteers. The flyer should include an explanation of the event, short bio on the presenter, and information on how to register. Include information about any co-sponsoring agencies and distribute widely with the help of your established networks and event co-sponsors. Please see Appendix J for an example of a flyer from the grant writing workshop hosted by ENCorps.



ENCorps members learn how to do tai chi at a workshop on volunteer self-care.

As you'll notice in the sample flyer, a small fee was charged for those who were not ENCorps members to attend the workshop.

Opening workshops to others may also serve to motivate them to join ENCorps once they see the benefit that membership brings to them. In addition, the fee helped to offset the costs of food and workshop space. In order to attend free of charge, all current ENCorps volunteers were required to be up-to-date in their monthly check-in forms (for more details on this, see the evaluation section of this manual). This provided an incentive for current volunteers to remain current with their volunteer hours tracking.

Checklist for Planning a Workshop

Things to bring to each event:

- List of registrants
- Accompanying handouts
- Extra paper and pens (for participants to take notes on)
- Name tags
- Flip chart and markers
- ENCorps brochures/flyers/applications/announcements about upcoming workshops
- Certificate of workshop completion
- Camera
- Media waiver form (if pictures will be taken)
- Back up laptop (for PowerPoint presentations)
- Evaluation forms
- List of volunteers who are up-to-date on their hours

It's important that workshops are offered on an ongoing basis. Our goal is to offer at least one workshop to our volunteers each month. It may also be helpful to volunteers to repeat certain workshops in different locations throughout the state. As you start scheduling multiple workshops, create a

compilation of workshops in one flyer. This will cut down on the amount of information you send out to volunteers and keep them from becoming overwhelmed.

As with the kickoff event, it's crucial that evaluation forms are administered after every workshop. Evaluation forms provide yet another opportunity for your members to provide valuable feedback. See Appendix I for a sample evaluation form.

Regional Gatherings

The regional gatherings for ENCorps volunteers are an essential component of the program as identified by volunteers themselves. On the Summit evaluation form, it was clear that volunteers wanted ENCorps meetings to be frequent and closer to home. Volunteers were motivated by issues closer to their hometowns and wanted to talk with other volunteers from their area.

These follow-up meetings occurred in three regional hubs around the state (Portland, Augusta, and Bangor). Volunteers chose which meeting they'd like to attend and staff set up the first meeting location and date with the expectation that these meetings would be volunteer run and planned into the future with support from ENCorps staff. At these meetings, local experts were invited to speak with the volunteers about specific issues in their region. The volunteers were then given a chance to share information about their own volunteer placements and were updated about future events.

After this meeting, it was up to the volunteers to organize and retain the meetings. By requiring the volunteers to organize these meetings on their own, it helps the volunteers feel more connected to one another and requires increased investment in the program.



Bangor regional ENCorps gathering

Keeping Them Going: Member Retention

Retention and motivation of volunteers can be just as difficult as recruiting them in the first place. A program such as ENCorps can only be successful if its members are active and enthusiastic about the program's mission. As a volunteer manager of an ENCorps program, you may feel frustrated or confused as to why volunteers haven't reported their hours or maintained contact with program staff. Be aware, retention of volunteers will take work and a little charm. There are many ways to keep volunteers engaged and only a few will be touched upon here.

Staff Involvement

One of the easiest ways to motivate and retain volunteers is for staff to remain active in the program. This may mean updating the website regularly, responding to voicemails and e-mails within a timely manner, or simply taking the time to talk to volunteers about their projects and goals. By being active as a staff member, it sets the precedent for all members to respond to requests and remain involved in the program. This type of contact also helps to solidify your program's position as a respected and trusted program.

Newsletter

Another important action staff can take is to create a newsletter for the program. The newsletter is your chance to share successes of past events, promote upcoming workshops, and feature the latest relevant resources. Adding a "member spotlight" or total hour achievement award sections can also increase participants' investment in the program and motivate volunteers to work harder to obtain such recognition. Quarterly newsletters are a fun way to keep in touch with volunteers and it helps them feel connected. An example of a newsletter from ENCorps can be found on the ENCorps website at www.encoreleaders.org/volunteers.html.

Volunteer Advisory Board

It's incredibly important to involve volunteers in all facets of the program. As noted before, the ENCorps program began with a traditional advisory board consisting of professionals and stakeholders who gave guidance to the project. Once the program was fully operational, it became essential to include volunteers in the decision making process as well.

A dozen volunteers whom program staff felt were active and engaged and had a working understanding of the ENCorps mission were selected to serve in an advisory capacity. These volunteers were invited to an initial phone



Dick Matthews shares his thoughts at the 2010 ENCorps Summit

conference to discuss the direction and future of the program and the supports offered to volunteers. The conversation that ensued raised many valuable ideas and suggestions, all of which were considered for implementation by program staff. The conversations covered topics such as the mission of the program, the location of the next Summit meeting, and the importance of regional gatherings. By offering the volunteers a voice in the process, they become more empowered to continue to participate in ENCorps and to spread the word to others who may be interested in participating.

Stipend Opportunity

Volunteers give so much of their time and money for organizations and causes they care about. Many of our members volunteer for small non-profits with limited resources. As a result, a stipend opportunity was developed to fuel and support critical volunteer projects. Staff offered active ENCorps members the opportunity to apply for ten \$200 stipends that could be used towards almost anything involved with their volunteer work. Members could request stipends for printing materials, gas reimbursement, or for material needs at the site. The application for the stipend was fairly simple and straightforward, and asked for a short description of the volunteer placement, how it fit into the smart growth concept, and exactly how the money would be used. An example of a stipend application can be found in Appendix K.

After the stipend application deadline had passed, several staff and stakeholders for ENCorps reviewed the submitted applications. Through a process of elimination, we determined which applications fit the best and demonstrated the most need. Stipend awardees were notified of their acceptance and the applicants who were rejected received a letter stating with information on how to revamp their application for future stipend requests.

The stipend opportunity is a great way to show ENCorps members that their work is valued. It also acts as a way to retain volunteers because they can see tangible benefits to their volunteer work as a result of ENCorps involvement.



Kerry Corthell, one of our stipend winners, volunteering at the Maine Narrow Gauge Railroad.

Tracking Impact: Evaluation and Volunteer Reports

One requirement of becoming an ENCorps member is that participants must have a placement at an environmental or community development setting. Each month, participants are asked to report back to staff about where they've been volunteering, the hours they completed that month, and the skills they used (Appendix L). The report is brief to encourage a response from volunteers. Volunteers are given the option of sending in the form in several different methods; e-mail, mail, fax, and phone. The check-in report is also made available online using the survey hosting website Survey Monkey.

The monthly report serves as a mechanism to collect additional research questions that may be needed for evaluation purposes. Some questions that have been incorporated into the monthly reporting form include: "How do you define 'smart growth'?" or "Have you attended a town or community planning board meeting in the past three months?" This has helped to not only document overall volunteer contribution in the state but it has also helped program staff to gauge the impact ENCorps programming has had on volunteers' understanding of smart growth and participation in local decision making activities.

It is important to keep track of all volunteer hours and placements. This information will be helpful in showing the impact the program is having on the community and the environment. It's also great information to share with volunteers when they reach certain hourly milestones.

Evaluation is a crucial part of the program that offers the opportunity to assess both the program's accomplishments and areas for improvement. It is often overlooked but will make the difference when reporting back to funders and sharing the findings with the public. For an evaluation to be successful, it must begin when the program starts and be based on a solid evaluation plan. The first step is to decide what you want to evaluate. Data can be collected on many different topics and issues. Some examples of items that can be evaluated are whether the volunteer's definition of smart growth changes over time, whether or not volunteers increase service hours over time, and if volunteers are serving in new and more challenging leadership roles as a result of their participation in ENCorps. In addition to your own program evaluation, funders may also have additional information they would like to see collected about your efforts. Building in a framework from which this information can be collected (like monthly reports and surveys) will help to strengthen and streamline the way you are able to collect and report out information to a variety of sources.

Evaluation requires that you obtain information from volunteers about themselves, their volunteer placements, and their input on the program. This information is usually collected through forms that are given to volunteers periodically throughout the program. Information for evaluation purposes can be gathered from applications, demographic questionnaires, and on monthly check-in forms. Examples of these can be found in Appendices D, F, H, I, and L. An additional means of collecting data about your program is through having individual and group conversations with volunteers about the impact of

Where ENCorps members are volunteering:

- land trusts
- historic preservation projects
- downtown revitalization
- trail maintenance
- outdoor and city guide programs
- municipal/local government positions
- water and beach monitoring programs
- affordable housing initiatives
- accessible transportation projects

programming on their volunteer work, such as regional gatherings or through your volunteer advisory board.

Once all this information has been collected, it needs to be analyzed. At this point the information should be entered into a program such as Excel or a statistical analysis program, such as SAS or SPSS. This will allow for easier access to the data and if knowledgeable about the program, it will facilitate the data analysis. These types of programs can be very useful if you're knowledgeable about their functions. It may be necessary to take a class or two to get the most out of them. An outside evaluator may also be able to provide data analysis expertise if needed.

The results of the evaluation will prove to be incredibly beneficial. Demonstrating to funders the progress that has been made is sure to impress and give them confidence in your work. Evaluation is also a great tool to look back at your program and make changes for the future based on the outcomes that you document. It is important that when you evaluate your program you share the results not only with your funders but also with volunteers themselves. Evaluation findings can help volunteers to see they are part of a larger movement. Such results can also spur volunteers on and reinvigorate their work.

Leaving YOUR Legacy: Sustainability

Often when we think of sustainability our thoughts immediately come to money and funding. How will we fund these efforts? Who will continue to fund this into the future? This section of the manual will discuss some key issues related to sustaining a volunteer program like ENCorps.

Funding

When exploring funding options, a mixture of funding sources can be advantageous. The following are some potential sources of funding that should be tapped in combination when possible.

Grants-Grant funding is one of the hardest things to come by, especially when trying to compete against other organizations for limited grant money. The best advice is to either become an experienced grant writer or hire one. Funding may be available in the form of grants from funders that are either interested in funding work with older adults or interested in your topical area (such as environmental work, smart growth, etc.). A simple internet search will turn up many foundations, federal agencies, and other funders that are interested in funding programs where older adult volunteers work to solve community problems.

Program Income-In addition to grant funding, examine opportunities to draw in funds from workshop registrations and other streams of revenue for the program. Can you charge a fee for a portion of your program to bring in some supplemental income? Charging a fee for a portion of the programming will help your volunteers decide if they are committed enough to your programming to pay a portion of the costs. A caution here is to keep fees reasonable. Scholarships should be offered when possible so that your program remains open and accessible to those who are not able to pay but willing to volunteer and participate.

Corporate Sponsorship-Are there corporate sponsors who have similar interests either in your topical area or are interested in supporting work with baby boomers and older adults? If so, sit down with a representative to discuss ways in which you may be able to partner with that business or corporation. This may mean that you charge a fee to have that company host a table at an event or put their logo on the Summit tote bag. There are many great opportunities for partnering with private business; the hardest part is starting the conversation.

Fundraising Activities- As volunteers begin to engage and personally invest in your program, they may be interested in assisting with fundraising events or annual pledge drives. This is a great way to tap your volunteers so that your program can survive financially and your volunteers will feel that much more engaged and committed to your efforts. Your volunteers are your best cheerleaders so put them to work for you!

Volunteer and Community Support

Money is not the only important part of creating a sustainable program. It's important to also obtain the acceptance and support of the community and the volunteers whom you serve. This can be done in several different ways.

Try to collaborate with programs that are already established in the community and explain your mission and objectives to them. For example, in the beginning stages of ENCorps, directors from programs such as RSVP, land trusts, cooperative extensions, and municipalities were engaged in collaboration around mutual goals. By working with other programs and organizations, you may find ways to help one another achieve your goals while tapping the networks of each partner.

The strongest support you need to sustain the program is from your volunteers. Without volunteers, there is no ENCorps. Many ideas to gain volunteer support have been mentioned throughout this manual, such as working towards retention and successfully incorporating volunteers into the decision making process. The best way to keep volunteer support strong is to include them in meaningful program development roles.

Capacity Building

When planning for the sustainability of your program, you need to ask yourself, if my program went away tomorrow, what would be left behind? For ENCorps, this “leave behind” is an infrastructure throughout the state that is ready and able to engage more older adult volunteers in meaningful volunteer roles. By offering training and support to volunteers and volunteer organizations we know the impact will be a lasting one that will help to support and sustain volunteers long after the ENCorps program is gone. As a program manager or volunteer coordinator, there is a level of comfort that needs to be developed around the idea that some day your program may not exist. This means focusing on building and strengthening systems and volunteer cohorts so that the legacy of your program lives on in other ways.

Final Thoughts

The Encore Leadership Corps that was started in Maine has thus far been a great success. In a little over a year, the program has changed and evolved in unexpected ways. Program staff have learned a great deal about what it means to develop and implement an older adult volunteer leadership program. It takes time, energy, patience, and a little creativity to get up and running.

Program staff have been privileged to hear about the triumphs and witness the enthusiasm volunteers have for their work. Baby boomer and older adult volunteers are truly committed to making the world a little better and they, above all, enjoy learning new skills and meeting new people. Volunteers continue to share with us how valuable the workshops and gatherings are to them. Not only are they learning new ideas and putting them to use for their volunteer organizations, they're also learning from one another and growing as individuals.

Please take this manual and make a difference in your own community or state. Use this model as a guide or a stepping stone. Perhaps sprawl and environmental problems are not as big of a problem in your area. Or maybe you'd like to adapt this type of program to include other issues of interest in your state or community. ENCorps is meant to tap into the leadership capabilities that baby boomers and older adults possess and provide them with outlets to continue to volunteer or to take on new and more challenging roles that shape the world around them.



Richard Matthews, ENCorps member, asking for a show of hands at the ENCorps Summit.

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Appendix Items

- A. Sample implementation plan
- B. Letter to organizations
- C. Marketing materials
- D. Application
- E. Welcome letter
- F. Demographic questions
- G. Summit agenda
- H. Confirmation form for Summit
- I. Evaluation form
- J. Workshop flyer
- K. Stipend application
- L. Monthly report form

Appendix A- Sample implementation plan for months 1-12

Tasks	Activity Months 1-12											
	1	2	3	4	5	6	7	8	9	10	11	12
Convene quarterly meetings of the Project Advisory Board												
Confirm trainers and finalize site arrangements for Leadership Summit												
Develop marketing materials for member selection process												
Recruit member via Municipal Associations, RSVP programs, Office of Elder Services, Area Agencies on Aging, Community Action Programs, Advisory Board, and Senior College network												
Interview key informants on existing opportunities for older adult engagement in smart growth activities												
Inventory volunteer opportunities marketed through volunteer websites/online portals												
Finalize training curriculum and training materials for delegates												
Develop toolkit/reporting mechanisms for post-Summit volunteer monitoring												
Develop evaluative assessment tools for gauging project outputs and outcomes												
Hold Summit												
Conduct timed series survey of volunteer pre- and post knowledge levels and accomplishments and municipal representatives about activities carried out post Summit												
Publish newsletter and provide website support for volunteers												
Multimedia student/ volunteer												

[illegible]

Appendix B- Letter to organizations

November 15, 2009

Dear Director:

I'd like to share with you an exciting opportunity for your organization and volunteers. My hope is that you will spread the word about this program to interested volunteers.

The program is entitled the Encore Leadership Corps (ENCOrps). It is a statewide program designed to train a group of Mainers who are aged 50 and up to help make our communities healthier and more accessible. The training will focus on building leadership skills and increasing knowledge of smart growth concepts. ENCOrps is free to participants and will include a two-day education and training summit for your volunteers on April 12-13, 2010.

ENCOrps is sponsored by the University of Maine Center on Aging in partnership with the Maine Community Foundation and with the cooperation of many other area organizations. We are able to offer the program free to your volunteers as a result of initial funding received from the U.S. E.P.A. and the Atlantic Philanthropies.

Older adults in Maine have significant experience in environmental and community involvement. The purpose of ENCOrps is to provide volunteers with additional skills and techniques that they can bring back to the organizations and communities they serve. During the training summit, ENCOrps volunteers will have a chance to work alongside community planning and leadership development experts while also networking with other volunteers from Maine.

After the training summit in April, ENCOrps volunteers are encouraged to return to their communities and organizations to continue working on their current projects or else complete a new volunteer project. Follow-up support at no cost will be offered from ENCOrps as the volunteers continue with current projects or establish new ones.

The Encore Leadership Corps is looking for individuals who are 50 years and older, have a strong commitment to improving Maine's communities, and are able to attend the training summit in April. We are also looking for existing volunteer opportunities at community agencies and in towns and municipalities like yours where we may be able to direct other ENCOrps volunteers. Please review the enclosed materials for more information.

We encourage agencies and organizations to nominate individuals who they feel would benefit from such training. We can also enroll volunteers directly by phone if they call us at 207-262-7931. If you have questions about ENCOrps or would like to request additional materials, please contact Amanda Chamberlain, Project Assistant, at the Center on Aging, at 207-262-7931 or by e-mail at amanda.chamberlain@umit.maine.edu. Our website is at www.encoreleaders.org.

Thank you!

Lenard W. Kaye, D.S.W/Ph.D.
Director



Join Encore Leadership Corps!

ENCORps is a free volunteer training program for individuals age 50 and older who currently volunteer or would like to get involved in areas such as community development and environmental stewardship. As an ENCorps volunteer you will:

- Learn valuable skills and techniques
- Receive guidance and information from national and local experts
- Become part of a statewide network of volunteers
- Meet other people who share similar interests

ENCORps volunteers receive free training at workshops, attend a yearly summit, receive ongoing support, and participate in social gatherings with other ENCorps volunteers. Check out our website at www.encoreleaders.org.

To learn more, call 207-262-7928 or email info@encoreleaders.org

Encore Leadership Corps

2010-2011 ENCorps Volunteer Application Form

Please send you completed application and recommendation form by mail, fax, or email to:

Encore Leadership Corps
UMaine Center on Aging
25 Texas Avenue, Camden Hall
Bangor, ME 04401
Fax number: 207-262-7921
E-mail: Amanda.chamberlain@umit.maine.edu

Encore Leadership Corps ENCorps Volunteers will be required to:

- Attend a two-day summit on smart growth, environmental planning, and leadership skills
- Apply what they have learned at the summit to local community volunteering, share information to other volunteers in your community through presentations and courses, attend town meetings and legislative hearings, etc.
- Participate in follow-up activities and trainings to continue building skills and connecting with other ENCorps volunteers. These activities will be carried out by internet, telephone, mail, and regional in-person meetings.

1. Personal information (Please print)

Name:

Street Address:

City:

State:

Zip Code:

Home phone:

E-mail address:

Age: _____ years

Gender: Male _____ Female: _____

2. Do you have internet access? Yes _____ No _____

3. Why are you interested in being in ENCorps Volunteer?

4. How did you learn about the Encore Leadership Corps?

5. Do you attend or participate in any of these organizations? (Check all that apply and write in the name of the organization, agency, or town/city with which you are affiliated). If these do not apply write N/A below.

Name Here

- | | | |
|------------------------------------|-------|-------|
| a. Area Agency on Aging | _____ | _____ |
| b. Senior College | _____ | _____ |
| c. RSVP or other volunteer program | _____ | _____ |
| d. Community Action Agency | _____ | _____ |
| e. Other agency/organization | _____ | _____ |
| f. Municipal township/city | _____ | _____ |
| g. Other | _____ | _____ |

7. Briefly describe any involvement or experience you have had in environmental, green growth, or smart growth projects or activities. If this does not apply to you, please describe other volunteer experiences you have had including any boards or committees you currently serve on (use a separate sheet of paper if needed).

Please note: ENCorps Volunteers must be 50 years of age or older, from the State of Maine, and will be expected to complete the aforementioned criteria.

Questions or want to fill out the application over the phone? Please call Amanda at 207-262-7931 or email amanda.chamberlain@umit.maine.edu

Applicant signature

Date

Appendix E- Welcome letter

Encore Leadership Corps
Camden Hall
25 Texas Ave
Bangor, ME 04401-4324

October 1, 2010

Dear Ms. _____,

On behalf of all of our partnering and sponsoring organizations, I would like to take this opportunity to personally welcome you to the Encore Leadership Corps program (ENCORPS). After reviewing your application, it is clear that your volunteer experience, concern for Maine's communities, and enthusiasm are a perfect fit for ENCORPS.

Enclosed in this welcome packet is all the information you'll need to be actively involved with ENCORPS. You'll find a list of free, upcoming training workshops, our most recent newsletter, a contact list for staff at ENCORPS, and much more. We hope this information will help you get acquainted with the program and all it has to offer.

All the staff and I at ENCORPS and the University of Maine Center on Aging very much look forward to working with you now that you have joined the growing ENCORPS "family." Please feel free to contact us with any questions you have regarding ENCORPS. I look forward to hearing about your volunteer experiences and learning how ENCORPS can support you in your efforts.

Sincerely,

Lenard Kaye, D.S.W./Ph.D.
Director

Appendix F - Demographic questions

**Encore Leadership Corps
Volunteer Demographics**

We're interested in learning a bit more about whom Encore Leadership Corps volunteers. We are collecting information about ENCorps members to better understand the volunteers we serve. If you could take some time to fill out this form anonymously and mail it back to the UMaine Center on Aging, it would be greatly appreciated. If you have any questions, please contact Amanda at 207-262-7931.

Thank you,

The ENCorps Staff

Gender:

- ☐ Male ☐ Female

Age (fill in): _____ years

Ethnicity/Race (choose all that apply)

- | | |
|----------------------------------------------------------|-----------------------------------------------|
| <input type="checkbox"/> Multi-Racial | <input type="checkbox"/> Latino/Hispanic |
| <input type="checkbox"/> White/Caucasian | <input type="checkbox"/> Franco American |
| <input type="checkbox"/> African American/Black | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Asian | |
| <input type="checkbox"/> Pacific Islander | <input type="checkbox"/> Prefer not to answer |
| <input type="checkbox"/> American Indian/Native American | |

What is the highest level of education you have completed?

- ☐ Grade School (grades K-5)
☐ Middle School (grades 6-8)
☐ Some high school
☐ High school diploma or GED
☐ Some college
☐ College degree
☐ Graduate degree
☐ Prefer not to answer

What is your current employment status? (Check all that apply)

- | | |
|-----------------------------------------------------------|-----------------------------------------------|
| <input type="checkbox"/> Full-time | <input type="checkbox"/> Retired |
| <input type="checkbox"/> Part-time | <input type="checkbox"/> Full-time student |
| <input type="checkbox"/> Self-employed full-time | <input type="checkbox"/> Part-time student |
| <input type="checkbox"/> Self-employed part-time | <input type="checkbox"/> Prefer not to answer |
| <input type="checkbox"/> Unemployed and looking for a job | |

What is your approximate yearly income?

- | | |
|---------------------------------------------|-----------------------------------------------|
| <input type="checkbox"/> Less than \$20,000 | <input type="checkbox"/> \$80,000- \$100,000 |
| <input type="checkbox"/> \$20,000- \$40,000 | <input type="checkbox"/> More than \$100,000 |
| <input type="checkbox"/> \$40,000- \$60,000 | <input type="checkbox"/> Don't know |
| <input type="checkbox"/> \$60,000- \$80,000 | <input type="checkbox"/> Prefer not to answer |

How many people are in your household? _____

- ☐ Prefer not to answer

Thank you for completing this demographic form. Please mail back this form to:

Encore Leadership Corps
UMaine Center on Aging
Camden Hall
25 Texas Ave
Bangor, ME 04401-4324

Encore Leadership Corps



Summit Program

April 12-13, 2010

April 12th, 2010

Dear ENCorps Volunteers,

We would like to take this opportunity to extend a hearty welcome to each of you to the inaugural Encore Leadership Corps Summit. The Summit represents a truly momentous event and we're delighted that you're here to share in the excitement.

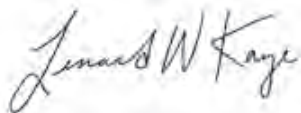
Together, ENCorps volunteers, more than 125 in number, represent what growing older productively is all about. Each of you has so much to offer our communities, society, and the environment. Your powerful commitment to improving Maine communities is certainly a resounding testimonial to the critical contributions that Maine citizens can make to maximizing the quality of life of everyone in the Pine Tree State. The power of volunteerism is certainly alive and well and reflected beautifully in your efforts as ENCorps Volunteers.

During this two day Summit event we're hoping that you will not only have the opportunity to thoroughly enjoy your time in this beautiful and pristine setting but that you will also enhance your capacities and skills as community volunteers. We've gathered national and local experts to talk with all of you about ways to make a difference as volunteer leaders. We want each of you to leave the Summit with new resources and knowledge that you can then share with the organizations you're associated with and in the communities where you live.

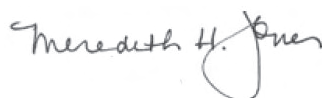
Please sit back, learn from some amazing speakers, and network with others like yourselves from around the state. This event was designed to be for you and all about you. We're so pleased to have the opportunity to get to know all of you over the course of this unique program.

Thank you for being here and devoting your time and effort to being Encore Leadership Corps volunteers.

With our best wishes,



Lenard W. Kaye, D.S.W/Ph.D.
Director and Professor
UMaine Center on Aging &
School of Social Work



Meredith Jones
President and CEO
Maine Community Foundation



The
ATLANTIC
Philanthropies

MAINE DEVELOPMENT FOUNDATION

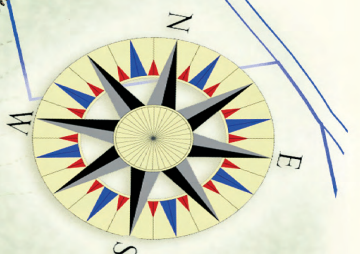


HIKING TRAILS LEGEND	
TRAILS	MILES
POINT LOOKOUT	0.73
WHITTAIL	0.75
PENOBSCOT	0.54
KNIGHTS POND	0.34
MOOSEHEAD	0.32
MEGUNTICOOK	0.13
DUCKTRAP	0.09
BALD ROCK	0.15
CABIN	0.14

- PICNIC AREA
- GAZEBO
- PHONE
- FIRST AID

POINT Lookout

RESORT AND CONFERENCE CENTER



Schedule: Day One, Monday, April 12

- 8:30-9:00 am** Registration, *Lobby of Erickson Hall*
- 9:00-9:30** Welcome & Introduction to ENCorps, *Isleboro Ballroom*
~ Len Kaye, DSW/PhD, *Director, Center on Aging, University of Maine*
~ Meredith Jones, *CEO, Maine Community Foundation*
- 9:30-10:00** Leaving a Legacy
~ Laurie Lachance, *President & CEO, Maine Development Foundation*
- 10:00-10:20** Ice Breaker
- 10:20-10:40** Break: Chance to browse Exhibit Booths
- 10:40-11:25** Land Use and Sprawl
~ Evan Richert, PhD, *Professor, Muskie School of Public Service, New England Environmental Finance Center*
- 11:25-12:10 pm** Growing Together: Consensus Building, Smart Growth, Community Change ~ Produced by the New England Environmental Finance Center
- 12:10 – 1:00** Lunch, *Penobscot Pavilion*
- 1:00 – 1:45** Effecting Change at the Local Level
~ Richard Barringer, PhD, *Professor, Muskie School of Public Service, New England Environmental Finance Center*
- 1:45 – 2:00** Break: Chance to browse Exhibit Booths
- 2:00 – 2:45** Change, Conflict, Collaboration
~ Jack Kartez, PhD, *Professor, Muskie School of Public Service, New England Environmental Finance Center*
- 2:45 – 3:30** Best Practice in Creating Change: Connecting People with Places
~ Theo Holtwijk, *Director of Long-Range Planning, Town of Falmouth*
- 3:30-3:45** Encore Online Learning & Sharing Community
~ Jennifer Crittenden, MSW, *Program Manager, ENCorps, UMaine Center on Aging*
- 3:45 – 5:30** Break: Chance to browse Exhibit Booths
- 5:30 – 6:30** Cocktail Hour, *The Veranda*
- 6:30 – 7:30** Dinner, *Penobscot Pavilion*
~ Entertainment by Gary Crocker
Maine Humorist, Unregistered Maine Guide



Schedule: Day Two, Tuesday, April 13

7:30-8:30 am Yoga/Wake-up Session & Check Out

8:30-9:00 Breakfast, *Isleboro Ballroom*

9:00-9:30 Welcome & Participant Feedback

~ Len Kaye &
Meredith Jones

9:30-10:00 What is Smart Growth?
~ Kathy Sykes
Senior Advisor
Aging Initiative, U.S. EPA

10:00-10:15 Call to Action
~ Maryalice Crofton, *Dir.*,
Maine Commission for Community Service, State Planning Office

10:15-11:30 Workshops

Breakout Room 1 A - Volunteer Recruitment - Matching Hearts to Needs
~Lorain Francis, *Executive Director, Rockland Main Street, Inc.*

Breakout Room 2 B - Finding the Right Fit for What You Truly Want to Do
~Suzanne Austin, *Associate Director, Institute for Civic Leadership*

Breakout Room 3 C - Impacting Public Policy: How to Squeak the Wheel
~Mary Cathcart, *Senior Policy Associate, Margaret Chase Smith Policy Center*, and Bill King, *Senior Advisor, Maine Downtown Center & Owner, RVI*

11:30-12:30 pm Lunch, *Penobscot Pavilion*

12:30-1:30 Workshops

Breakout Room 2 B - Finding the Right Fit for What You Truly Want to Do (repeat)

Breakout Room 3 C - Impacting Public Policy: How to Squeak the Wheel (repeat)

Breakout Room 1 D - Resources and Relationships: The Essentials of Fund Raising
~Patricia Hubbard, *Director of Advancement, Farnsworth Art Museum*

1:30-1:45 Break: Chance to browse Exhibit Booths

1:45-2:45 Workshops

Breakout Room 1 A - Volunteer Recruitment - Matching Hearts to Needs (repeat)

Breakout Room 2 B - Finding the Right Fit for What You Truly Want to Do (repeat)

Breakout Room 3 D - Resources and Relationships: The Essentials of Fund Raising (repeat)

2:45-3:30 Closing: Open Microphone & What's Next?





Suzanne Austin is Associate Director of the Institute for Civic Leadership. She directs all nonprofit board programs, including board education workshops, the board matching program, and also consults with nonprofits across Maine. Suzanne is a leading expert in the field of board training and development and has years of experience reporting to and serving on boards. Prior to 2006 she was Executive Director of the Board Network.



Richard Barringer (Professor) has taught Foundations of Public Policy, Sustainable Communities, and Environmental Policy, and is principal investigator for the EPA's New England Environmental Finance Center. He served in the administrations of three Maine governors as Commissioner of Conservation and Director of State Planning. Richard is the author of numerous books, reports, and landmark Maine laws in the areas of land use, education, the environment, energy, economic development, and tax policy.



Mary Cathcart is currently Senior Policy Associate and Co-Director of Maine NEW Leadership at the Margaret Chase Smith Policy Center of the University of Maine. She served four terms (1996-2004) as the State Senator representing communities in Penobscot County and previously served three terms in the Maine House of Representatives. Outside of state government, Mary Cathcart chaired the U.S. Commission on Child & Family Welfare (1995-1996) at the appointment of former U.S. Senator George Mitchell.



Jennifer Crittenden is a Research Associate at the University of Maine Center on Aging. She received a BA in Psychology and a Masters in Social Work from the University of Maine. Jennifer currently serves as Program Manager for the Encore Leadership Corps, the Safe Medicine Disposal for Maine Program, Maine Rural Relatives as Parents Project and the Maine Kinship Connections Project. She is a member of the Maine Gerontological Society and co-chairs the Rural Aging Interest Group of the Gerontological Society of America.



Gary Crocker heard his first Maine tales from his Grandfather Russell as the two of them walked the Maine woods together. But it was legendary Marshall Dodge who had the most impact on Crocker's decision to become a Maine humorist. Gary's first official booking as a paid humorist was around 1980 at a Rotary club in Augusta. Since then he has performed in Maine and throughout the United States. His audiences have ranged from a captivated four people to 30,000 Boy Scouts attending a Jamboree at the Brunswick Naval Air Station.



Maryalice Crofton joined the Commission staff as Grant Program Officer in 1995. She was appointed Director of the Maine Commission for Community Service in May 1996. Maryalice supports 25 citizen volunteers who serve as Commissioners, serves as liaison to external partners, and represents the Commission on regional and national initiatives. She describes her life as being in the middle of one big traffic circle where the greatest fun comes from forging links between people or programs whose paths had not yet crossed.



Lorain K. Francis is the Executive Director of Rockland Main Street, Inc., a Main Street Community. Lorain moved to Maine in 2006 from her hometown of Fairport, NY. A past Main Street shopkeeper for seven years, she has been involved with community volunteers for the past 12 years. Working with volunteers on events, committees, visitor centers and special projects has given her wonderful experience and understanding of this great group of people who want to give back to their communities.



Theo Holtwijk works as Director of Long-Range Planning for the Town of Falmouth. He hails from the Netherlands and has Master's degrees in Urban and Regional Planning and Landscape Architecture. He has worked in private and public practice in Portland, Brunswick, and Sanford and occasionally teaches at USM's Muskie School. His work has garnered various awards, including the book *Bold Vision: The Development of the Parks of Portland, Maine*.



Patricia Hubbard is Interim Director of Advancement at the Farnsworth Art Museum and has worked in development for 25 years helping volunteers learn the fine art of inviting individuals, corporations and foundations to support the not-for-profit sector. Patricia serves clients across New England in the areas of capital and endowment campaigns, feasibility studies, development assessments, annual fund development, strategic planning, grant development, case statement development, public relations, and major donor research.



Meredith H. Jones is the president and CEO of the Maine Community Foundation (MaineCF), a statewide public foundation with approximately \$230 million in assets. Prior to January 2009, she served as the vice president of program where she helped create the Maine Compact for Higher Education and ENCorps. She has also worked for the Maine Development Foundation where she helped create Leadership Maine, the Maine Coalition for Excellence in Education, and the Policy Leaders Academy.



Jack Kartez (Professor) teaches Planning Theory & History, Land Use Modeling with GIS, Citizen Involvement & Dispute Resolution, and Local Environmental Planning. He came to the University of Southern Maine as implementing director of the new undergraduate Environmental Science and Policy (ESP) Program. In his research and training, he takes a special interest in incorporating principles of dispute resolution as alternatives to nonproductive conflict in community planning and environmental issues.



Lenard W. Kaye is Professor of Social Work at the University of Maine School of Social Work and Director of the UMaine Center on Aging. Dr. Kaye is the Principal Investigator of two U.S.E.P.A.-funded projects: the Safe Medicine Disposal for ME program and the Maine Senior Environmental Leadership Corps now known as ENCorps (Encore Leadership Corps). He is President of the Maine Gerontological Society and a Fellow of the Gerontological Society of America.



William F. King Jr. is a long-time downtown merchant and is owner of RVI in Bath. Bill worked to bring the Main Street program to Maine in the late 1990s. He served on the Main Street Bath Board for six years and chaired their Economic Restructuring Committee. He is immediate past chairman of the Maine Downtown Center's Advisory Council and a current Senior Advisor. He conducts Main Street training and consults around New England. In 2005 he received the National Main Street Center's Main Street Hero Award.



Laurie G. Lachance was named President & CEO of the Maine Development Foundation in 2004. Prior to joining MDF, Laurie served as the Maine State Economist for eleven years for three governors. Prior to joining state government, Laurie served as the Corporate Economist at Central Maine Power Company. She is a frequent author and speaker on the economic status of Maine. Laurie holds an undergraduate degree from Bowdoin College and an MBA from Thomas College.



Evan Richert (Professor) was the past director of the Gulf of Maine program of the Census of Marine Life. His interests are in regional and urban land use planning, including suburban sprawl, coastal resources, ocean life and governmental systems. Prior to coming to the Muskie School he was Director of the Maine State Planning Office, the policy and planning arm of state government in the areas of natural and coastal resources, community planning, economy, energy, and governmental affairs.

Exhibit Tables

Maine Congress of Lake Associations

www.mainecola.org
1-877-254-2511

Retired and Senior Volunteer Programs (RSVP)

Aroostook RSVP

33 Davis Street
Presque Isle, ME 04769-2218
207-764-6184
www.arostookaging.org

Penquis RSVP

170 Pleasant Street, Suite A
Rockland, ME 04841-2119
207-596-0361
www.penquis.org/index.php?cpath=135_137

HealthReach RSVP

10 Water Street, Suite 302
Waterville, ME 04901-6548
207-861-3428
www.maine-general.org/body.cfm?id=53

UMaine Center on Aging RSVP

Camden Hall
25 Texas Avenue
Bangor, ME 04401
207-262-7926
www.maine-center-on-aging.org

RSVP of Southern Maine

136 U.S. Route 1
Scarborough, ME 04074
207-396-6520
www.smaa.org

University of Maine Cooperative Extension

28 Center Street
Machias, ME 04654
207-255-3345
<http://extension.umaine.edu>

Center for African Heritage

68 High Street
Portland, Maine 04102
Tel: 207-831-6428

Rockland Main Street, Inc.

Tel: 207-593-6093
www.rocklandmainstreet.com

Damariscotta Lake Watershed Association

38 Lake Farm Circle, PO Box 3
Jefferson, ME 04348
207-549-3836
www.dlwa.org

Friends of Unity Wetlands

93 Main Street
P.O. Box 184
Unity, Maine 04988
207-948-3766
www.friendsofunitywetlands.org

Maine Commission for Community Service/ VolunteerMaine.org

187 State Street
Augusta, ME 04333-0038
207-287-6047
www.maineservicecommission.gov
www.volunteermaine.org

Portland Trails

305 Commercial Street
Portland, Maine 04101
207-775-2411
www.trails.org

Friends of Rockland Breakwater Lighthouse

P.O. Box 741
Rockland, Maine 04841
207-691-3422
www.rocklandlighthouse.com

Goodwill Industries of Northern New England

353 Cumberland Avenue
 Portland, Maine
 207-774-6323 ext.2308
www.goodwillnne.org

Office of Elder Services

32 Blossom Dr.
 Marquart Building, 2nd flr.
 State House Station #11
 Augusta, Maine 04333-0011
 207-287-9206

Maine Long Term Care Ombudsman Program

P. O. Box 128
 Augusta, ME 04332
 1-800-499-0229

Senior Companion Program

5717 Corbett Hall, Room 314
 Orono, ME 04469-5717
 207-581-3326

Maine Jobs Council Older Worker Committee

P.O. Box 426
 Newcastle, ME 04553-0426
 207-563-2150

Maine Department of Agriculture

Deering Bldg. AMHI Complex
 28 State House Station
 Augusta, ME 04333-0028
 207-287-3871
www.maine.gov/agriculture/index.shtml

Women, Work & Community

1 University Drive-Bangor Hall
 University College of Bangor
 Bangor, Maine 04401-4367
 207-262-7843
www.womenworkandcommunity.org

MedHelp Maine

207-793-4462
www.medhelpmaine.org

Maine Health Partnership for Healthy Aging

465 Congress Street, Suite 701
 Portland, Maine 04101
 207-775-1095

Senior Network/ Community First

3 Shore Road North
 Dover-Foxcroft, Maine 04426
 207-588-5058

Consumers for Affordable Health Care

12 Church Street, PO Box 2490
 Augusta, ME 04338-2490
 207-622-7083
www.maine cahc.org

Farnsworth Art Museum

16 Museum Street
 Rockland, ME 04841-3347
 207-596-6457
www.farnsworthmuseum.org

Spectrum Generations

18 Merriam Rd.
 Belfast, ME 04915
 207-338-1190
www.spectrumgenerations.org

Charlotte White Center

572 Bangor Road
 Dover-Foxcroft, ME 04426
 1-888-440-4158
www.charlottewhitecenter.com

Catholic Charities Maine S.E.A.R.C.H. Program

Suite B, 270 Minot Ave.
 Auburn, Maine 04210
 207-784-0157

Encore Leadership Corps (ENCorps) Advisory Board



We would like to acknowledge the work of the ENCorps Advisory Board for their time, effort, and consultation provided to the program. Advisory Board members represent the following organizations:

- AARP
- Aroostook Area Agency on Aging Retired and Senior Volunteer Program (RSVP)
- City of Bangor
- Community members and leaders from throughout the state
- Erickson Foundation
- GrowSmart Maine
- HealthReach Retired and Senior Volunteer Program (RSVP)
- Institute for Civic Leadership
- Maine Association of Area Agencies on Aging
- Maine Association of Non-Profits
- Maine Commission on Community Service
- Maine Community Foundation
- Maine Department of Environmental Protection
- Maine Development Foundation
- Maine Municipal Association
- Maine Office of Elder Services
- Maine Ombudsman Program
- Maine State Planning Office
- Natural Resources Council of Maine
- New England Environmental Finance Center
- Osher Lifelong Learning Institute
- Penquis Retired and Senior Volunteer Program (RSVP)
- Southern Maine Area Agency on Aging Retired and Senior Volunteer Program (RSVP)
- UMaine Center on Aging Retired and Senior Volunteer Program (RSVP)
- Washington Hancock Community Agency
- WBRC Architects/Engineers



Encore Leadership Corps (ENCorps) Partners

ENCorps is a program of the University of Maine Center on Aging in partnership with the Maine Community Foundation and with the cooperation of many other local, state, and national organizations. Initial funding for this project comes from:

U.S. Environmental Protection Agency's Aging Initiative

The Atlantic Philanthropies

Jane's Trust

Margaret E. Burnham Charitable Trust

Davis Conservation Foundation



MAINE DEVELOPMENT FOUNDATION

Appendix H - Confirmation form for Summit

Encore Leadership Corps Summit
Confirmation Form
April 12-13, 2010
Point Lookout at Northport, ME

Your Name: _____

Your Town: _____

Telephone: _____

E-Mail: _____

1.) Can you attend the Summit training on April 12th and 13th at Point Lookout in Northport, Maine?

☐

Yes

☐

No

2.) Do you have transportation to the Summit?

☐

Yes

☐

No

3.) Would you be willing to carpool? (See included information about carpool reimbursement)

☐

As a Rider

☐

As a Driver

☐

Either

☐

Neither

4.) If you're willing to drive, how many seats do you have available? ____

5.) If you're commuting from more than forty minutes away, would you like lodging at Point Lookout (free of charge) for the nights of Sunday, April 11th and Monday, April 12th? (See included information about lodging accommodations)

☐

April 11+12

☐

No lodging needed

☐

April 12 only

☐

Not commuting forty minutes

6.) If there's another ENCorps volunteer(s) who you'd prefer to share a cabin with, please list their name(s) below:

Please note, we will try our best to honor requests but we cannot guarantee cabin assignments

7.) Do you require any special accommodations while at the Summit? (food allergies, special diet, handicapped accessible lodging, etc.)

8.) Do you need assistance finding a volunteer placement for your ENCorps community project?

☐

Yes

☐

No

If No, Please describe some of your current volunteer work including the name of the program/organization, how many hours per month, and your volunteer duties.

Organization/Program	Hours/Month	Volunteer Duties
<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>
Organization/Program	Hours/Month	Volunteer Duties
<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>
Organization/Program	Hours/Month	Volunteer Duties
<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>

9.) If you need assistance finding a placement to carry out your ENCorps project, are there specific environmental or community development areas that interest you?

10.) Have you attended a community or town planning board meeting in the last three months?

☐

Yes

☐

No

11.) In your own words, please tell us what "smart growth" means to you?

Thank you!

Please return this form as soon as possible to:

ENCorps Leadership Corps
UMaine Center on Aging
Camden Hall
25 Texas Avenue
Bangor, ME 04401

You can also fax it to: 207-262-7921 OR e-mail it to amanda.chamberlain@umit.maine.edu

Appendix I - Evaluation Form

Grant Writing Workshop
Workshop Evaluation
September 15, 2010

Instructions: We are interested in your feedback about this workshop. Your feedback will help us improve ENCorps workshops in the future. Please tell us what you think by answering the following questions. Thank you for your time – We really appreciate it!

1. I believe the topic covered at this workshop will help me as a volunteer. (Circle one)

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	2	3	4	5

2. The content of the workshop was appropriate and informative. (Circle one)

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	2	3	4	5

3. I feel like the presenter was knowledgeable about the topic.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	2	3	4	5

4. The facility for the workshop was conducive to learning. (Circle one)

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	2	3	4	5

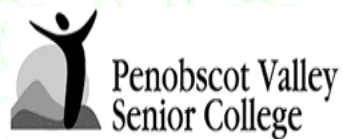
How will you apply what you learned today to your current volunteer or workplace setting? (Write in)

This workshop could be improved by: (Write in)

Please write any other comments you'd like to share with us here:



**Co-sponsored by the Penobscot Valley
Senior College**



Registration due: June 16, 2010
For registration information and driving directions:
See page 3



Dr. Lelia DeAndrade is the Director of Grantmaking Services at the Maine Community Foundation. In this position, she staffs a number of foundation grant programs, including the statewide Community Building Program, and the Equity Fund. Prior to joining the staff of MaineCF, she was the primary grant writer and manager of a successful Maine based nonprofit. In addition to her nonprofit experience, Lelia was also an academic for twelve years, and was the recipient of several prestigious grants and fellowships in support of her research and teaching.



An additional grant writing workshop will be available in September in Southern Maine for those who cannot attend this workshop.

Appendix K - Stipend request application

Stipend Requirements:

- You must be a member of ENCorps and up-to-date on your volunteer hours reporting. If you need to update your hours, please call Amanda Chamberlain at 207-262-7931 or e-mail info@encoreleaders.org
- If you are not currently an ENCorps member but would like to apply to join, please call Amanda Chamberlain at 207-262-7931 or e-mail info@encoreleaders.org
- You must be currently involved in a volunteer project that fits into one of the following areas:
 - Community-Building
 - Development and Housing
 - Transportation and Mobility
 - Staying Healthy

PLEASE PROVIDE THE FOLLOWING INFORMATION

Name:

Address:

Phone:

E-Mail:

Are you currently an Encore Leadership Corps volunteer? YES NO*

Please briefly describe the community project you are working on and for which you are requesting stipend support. You may use an extra sheet if needed.

In order to receive a stipend, you must be currently involved in a volunteer project that fits into one of the following areas: community-building, development and housing, transportation and mobility, and staying healthy. Which area does your project fit into? Please explain.

Are you working for an agency or organization on this project? If so, please list

What is your role on this project/effort? Please describe the tasks involved.

How will this stipend support benefit your volunteer work?

Beyond the stipend, are there other supports or assistance that the ENCorps program can provide for you?

Please send your request by November 1, 2010 to:

**Encore Leadership Corps
UM Center on Aging
Camden Hall
25 Texas Ave
Bangor, ME 04401**

Appendix L - Monthly report form

Encore Leadership Corps
Monthly Volunteer Check-In

1.) Name:

2.) Town:

3.) Which month are you reporting for?

4.) Please describe some of your current volunteer work including the name of the program/organization, how many hours per month, and your volunteer duties and skills used:

Program/Organization:

Hours/Month:

Volunteer Duties and Skills used:

Program/Organization:

Hours/Month:

Volunteer Duties and Skills used:

Program/Organization:

Hours/Month:

Volunteer Duties and Skills used:

5.) Have you used any skills, tools, or knowledge from the Encore Leadership Corps? If so, please tell us about it.

6.) Please leave any additional comments or suggestions for future workshops.